WINTHROP UNIVERSITY

Richard W. Riley
College of Education,
Sport, and Human Sciences

Search Manual

College of Education, Sport, and Human Sciences
Search Committee Policy and Practices

This manual supplements Winthrop University's comprehensive resources for faculty searches from Academic Affairs that can be found using the [Faculty Search Resources SharePoint site](#). These procedures are also used, with some modifications, for certain classified administrative positions in our college. Maintaining a diverse faculty is important to the college's m i s s i o n . Search committees in the college are expected to be familiar with and follow these procedures as they conduct the search process in filling faculty and select unclassified staff positions.

Policy

The Richard W. Riley College of Education, Sport, and Human Sciences (CESHS) recognizes faculty and staff diversity as an asset in preparing professionals to work in increasingly global environments. As a college, we value multiple perspectives, life experiences, and backgrounds. When recruiting faculty, the college aims to ensure fairness, transparency, and equity in the search process. The college desires to hire the most qualified candidates as the outcome of the search process; however, to increase the probability of successful searches that result in a generally diverse faculty, proactive steps will be taken in the recruitment process.

In keeping with CESHS policies on the use of data for unit and program improvement, documentation of search processes and practices is maintained and regularly reviewed. The CESHS Diversity, Equity, Inclusion and Belonging Committee will conduct an annual review of faculty recruitment practices which focuses on (a) the number of qualified diverse candidates included in searches, (b) success of recruitment practices in attracting diverse candidates, (c) strategies for encouraging more diverse candidate applications, and (d) success in hiring diverse candidates.

Practices

Covered Positions

These procedures apply to hiring of all tenure-track faculty and unclassified faculty, professional, and administrative positions in the college that do not fall under the staff search procedures established by Winthrop's Human Resources office. The procedures may be modified for non-tenure track faculty lines and other unclassified positions, as deemed appropriate by the Search Committee Chair in conjunction with the CESHS Associate Dean.

The procedures outlined in this document apply to unclassified searches in the CESHS as appropriate based on Winthrop's Human Resources [policy.](#) However, search requirements may be waived in whole or in part under the following circumstances:

1. A principal investigator or co-principal investigator has been named in a grant or contract and the award is contingent upon the individual(s) named serving in that capacity;

An employee is reassigned duties or transferred to another department or division for purposes of reorganization or to meet other institutional needs;

2. The hiring administrator wishes to make an interim academic or administrative appointment for a finite period while a full search is conducted;

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3. Administrators seek to hire faculty or administrators to fill part-time, temporary or time limited positions including, but not limited to, assistant deans, associate deans, and directors of administrative units; or
4. To increase diversity, an administrator wishes to recruit an exceptional individual from an under-represented group for a position (e.g., "grow your own" strategy).

When search requirements are waived in whole or in part, the responsible hiring administrator (e.g. chair or director) will discuss the proposed alternative process with the Dean's office. Final approval must be given by the CESHS Dean. The Associate Dean will include this information with annual search reports to the CESHS Diversity, Equity, Inclusion, and Belonging Committee.

Recruitment

The College will actively recruit diverse applicants. The strategies below outline recommended strategies for ongoing recruitment of strong, diverse candidate pools.

1. Recruit while participating in conferences. Faculty attending conferences and supported by the College are expected to work with the Associate Dean for recruitment. Examples of conference recruitment include, but are not limited to, conference employment centers, designated area for posting vacancies, etc. Upon request, materials can be supplied for faculty to share while at their conference;
2. Contact college faculty alma maters to request names and contact information of potential applicants;
3. Maintain an ongoing list of talented Winthrop graduates and keep in contact with them throughout their graduate school career;
4. Develop a list of individuals in various fields who can identify potential applicants;
5. Utilize professional contacts at various institutions (particularly institutions serving diverse populations);
6. Create and maintain a list of publications, journals, periodicals, listservs, institutions and other resources for outreach that target professionals from diverse populations in various academic fields; and
7. Maintain contact with applicants who chose not to accept positions at Winthrop but who might provide helpful connections with others if their on-campus experience was positive.

Job Description and Vacancy Announcement.

1. Not all search criteria will duplicate the skill and expertise of the individual who vacated the position. The Department Chair, in consultation with faculty in the discipline, should work collaboratively to determine program and departmental needs. Faculty will need to be consulted regarding expertise needed in a particular discipline.
2. The vacancy announcement should utilize effective job descriptions and advertising practices to ensure a diverse applicant pool.
   a. Use inclusive language throughout advertisement copy that signals the College and department's commitment to diversity and inclusion. Create a connection between how

diversity in the job being announced enhances the mission of the College and University. Example of inclusive language:

> *The College is committed to building a diverse educational environment. Individuals from under-represented groups or with experience working with under-represented groups are encouraged to apply.*

    b. Avoid narrowing the search to one specific or restricted teaching area. Write position descriptions as broadly as feasible to expand the acceptable disciplines, fields, or specialties of potential hires.

    c. Include a requirement in the application letter that asks applicants to state their commitment to inclusion: For example: *Applicants should describe how diversity issues have influenced and/or been a part of their teaching, research, and/or outreach.*

3. Incorporate language that capitalizes on the nature of the institution and proximity to the Charlotte region.

    a. Teacher preparation suggested language

    The Richard W. Riley College of Education, Sport, and Human Sciences has a strong reputation in the preparation and advancement of highly qualified professionals for South Carolina and the country. Historically renowned in teacher/leader preparation, Winthrop University is CAEP-accredited and has received national recognition for its clinically based teacher preparation and partnerships with local schools. The University enjoys close proximity to Charlotte, North Carolina, high quality local schools, and an affordable cost of living. The College is committed to building a diverse educational environment. Individuals from under-represented groups or with experience working with under-represented groups are encouraged to apply.

    b. More Inclusive Language

    The Richard W. Riley College of Education, Sport, and Human Sciences and the Department of Physical Education, Sport and Human Performance enjoy a strong reputation in the preparation of quality professionals for South Carolina and the region. Winthrop University maintains close working relationships with schools and agencies while benefiting from close proximity to Charlotte, North Carolina, high quality schools, and affordable cost of living. The College is committed to building a diverse educational environment in which all students, faculty, and staff collaborate in a supportive and inclusive community. Individuals from under-represented groups or with experience working with under-represented groups are encouraged to apply.

    c. University Language for all Searches

    Founded in 1886 and located in Rock Hill, South Carolina, Winthrop University offers its 5,000-plus undergraduate and graduate students an educational experience that blends liberal arts, professional programs, global awareness, and civic engagement. In its degree-granting Colleges of Arts and Sciences, Business Administration, Education, Sport, and Human Sciences and Visual and Performing Arts, Winthrop embraces only those programs and activities that can be delivered at an exemplary level. Winthrop is well known for its inclusive and supportive campus environment, with University College supporting programs in both academic and student affairs. Winthrop University is achieving national stature as a competitive and distinctive co-educational, public, residential, comprehensive, values- oriented institution. The values of service, excellence, diversity, community, and leadership provide the foundation for the University's continuing development and shape Winthrop's continuing success. Numerous national accolades reflect the sustained high quality and value of the

Winthrop Experience, including more-than 20 years as a U.S. News & World Report top regional college. Winthrop is an active member of the Rock Hill community and is recognized as a key component of the region's economic resurgence. Approximately 20 minutes from Charlotte, North Carolina, Winthrop has direct access to and is engaged in a broad and expansive regional arts and business community. Winthrop's beautiful campus encompasses a rich architectural blend of neo-Georgian buildings and is included in the National Register of Historic Places. The attractive recreational and research complex area that surrounds Winthrop Lake is home to Winthrop's 16 Division I men's and women's sports.

Winthrop University is committed to providing a safe campus community. Winthrop conducts background investigations for applicants being considered for employment. Background investigations include reference checks, a criminal history record check, and when appropriate, a financial (credit) report or driving history check.

Organizing the Search Committee

The Associate Dean will consult with the Dean and appropriate administrative agent (e.g., Department Chair) to appoint chairs and members of search committees. To the extent feasible and consistent with the criteria for membership in a search committee, the search committee will include individuals from under-represented groups, as well as individuals who are committed to and/or have experience with enhancing diversity in the College or University community (e.g. Chair or other member of the College Diversity, Equity, Inclusion, and Belonging Committee.) All Search Committee Chairs will attend an orientation with the Associate Dean and then share information at the first committee meeting. S e a r c h Committee Chairs should invite the Associate Dean to the first committee meeting.

As soon as the committee is formed, the Search Committee Chair is responsible for notifying the hiring department's Administrative Support of the beginning of the search process.

As possible, all faculty are encouraged to engage in opportunities to explore best practices in hiring and explore ways to be inclusive in the hiring process.

School or Agency Representatives

Committees should have a representative from a public school, community agency/business, or Interdisciplinary department. Many will be unable to meet until late afternoon or evening; therefore, Search Committee Chairs should adjust meeting times to accommodate their participation. These external representatives on CESHS search committees may be unfamiliar with higher education hiring customs and may need additional explanation regarding credentials and general search procedures. Efforts should be made to include school personnel of color on CESHS search committees.

Role of the Search Committee Chair

The Search Committee Chair is responsible for maintaining the administrative aspects of the search process but is an equal member in decisions and discussions of candidates. S/he meets with the Associate Dean early in the process. Responsibilities include organizing and planning search

committee meetings, ensuring that committee members have necessary access and training to use Interfolio, updating Interfolio with hiring notes, establishing a schedule for on-campus interviews, working with candidates on travel arrangements, and organizing volunteers to evenly distribute support for candidate visits among program and committee members. It is particularly important that the Search Committee Chair moderate search committee deliberations to ensure member participation and respectful dialog and candidate selection based on fairness and equity. For this reason, the chair will typically not be the program director. All committee members should contribute to the development of notes on qualifications in Interfolio that help the Department Chair, the Dean's Office, Human Resources staff, and the Office of the Provost understand the reasons why particular individuals were selected for screening calls and/or interviews. The Associate Dean can work with the chair as needed. Compile (on behalf of the committee) the list of strengths and weaknesses of each candidate participating in an on-campus interview for the Dean's review.

Role of Search Committee Members

Although some search committee members may have more direct disciplinary expertise, all members are important to the process and their opinions should be heard and participation should be encouraged. Communication between committee members should be conducted in a professional, inclusive, and constructive manner that helps ensure equitable evaluation of candidates that is free from bias. Consider any personal bias you may have and avoid allowing these to influence yourself or others. Ways to avoid bias include, but are not limited to, focusing evaluation and comments on the identified qualifications and refrain from discussing or considering unrelated information or qualities even if you do not intend to use them to evaluate candidates.

Expected participation includes, but is not limited to:
- Review candidates in preparation for committee discussions.
- Maintain confidential notes on candidate credentials (as related to the stated qualifications) and provide feedback to the committee and chair as committee notes are created in the Interfolio system as official documentation of the review.
- Attend meetings of the committee (virtual means can be requested to better accommodate all members).
- Volunteer for events during the visits; participate in screening calls; attend teaching and research presentations; and respond to requests from the Search Committee Chair in a timely manner.
- Maintain professional communication with all committee members and candidates.
- Identify any real or perceived conflicts of interest to the Department Chair or Search Committee Chair so that appropriate measures can be taken to ensure a fair and equitable process.
- Report any concerns to the Search Committee Chair, Department Chair, Associate Dean, or Dean as appropriate.

Role of Department Chair

The Department Chair, although rarely a member of the committee, provides an important role in helping the Search Committee Chair and members understand the needs of the program. The Department Chair is the primary support for questions of clarification on communication or

qualifications.

Finally, the Department Chair will have the opportunity to discuss candidates with the Dean at any point in the process that appear well-qualified or for whom s/he has significant concerns.

Expected participation includes but is not limited to:
- Facilitate faculty involvement in the creation of the vacancy announcement and recruitment processes.
- Work with the Dean and Associate Dean to identify committee members that help fulfill the expectations of the College.
- Read candidate materials as appropriate.
- Attend opening meeting of the committee (virtual means can be requested to better accommodate all members) to provide any information pertinent to the search and answer questions.
- Volunteer for events during the visits, attend teaching and research presentations, and help Search Committee Chair navigate questions from committee members and candidates.
- Support Search Committee Chair and Diversity, Equity, Inclusion, and Belonging Committee to ensure a fair and equitable process if issues are reported or perceived to be taking place.
- Report any concerns to the Dean as appropriate.
- Provide a recommendation on hiring to the Dean.

Role of Search Administrative Support

The role of the Search Administrative Support is to provide support for communications, plan visits, and collect all necessary forms associated with the visit.

Expected participation includes, but is not limited to:
- Attend Search Committee training meeting with Associate Dean.
- Check CESHS search emails a minimum of twice weekly (more often while application acceptance is in-process) and either answer questions of a technical nature or coordinate with the Search Committee Chair to provide a response through the general search email address.
- Ensure that automatic email replies are up-to-date and appropriate for the position application process.
- In preparation for the visit, help the committee chair secure lodging, appointments with the Dean, and Office of the Provost; reserve any space needed for meetings; and support the use of virtual means to facilitate screening calls or committee meetings.
- Collect all needed forms such as travel documentation and hiring information on the day of candidates' campus visit and as needed.

Confidentiality

Confidentiality must be maintained throughout the search process. This would include the identity of applicants; submitted application materials; feedback from references, interviews, committee

discussions; and short list determinations. Information gathered during the search process should not be shared with others outside of the search committee. Search committee members should not engage in discussions about applicants outside of the search committee, including professional contacts at other institutions unless those contacts are "off the list" reference calls agreed upon by the applicant. Acceptable conversations would include internal references or when the committee is gathering feedback from interviews and presentations.

While confidentiality is maintained during the process, applicants who are interviewing must be made aware that their names will be publicly announced at Winthrop. Candidates should be notified in advance as to when their names will be made public during the search process.

<u>Handling Applications and Correspondence</u>

- All materials are submitted and maintained in the Interfolio system.
- Until the time of the on-campus interviews, materials should not be printed from the system or downloaded on computers. When hard copies or downloaded files are necessary, they should be maintained in a way to avoid access by others not on the committee and should be shredded or removed when the review process is complete.

- Do not use first and last names in e-mail. The exception is once the two finalists are scheduled for on-campus interviews, you can use those names only. First initial and last name is allowable if other means of communication is not possible.
- Do not contact on or off the list references until you have notified the candidate. The committee chair should understand this process in advance of the first committee meeting.
- **Candidate notes in Interfolio are sufficiently confidential and secure.** However, written or electronic notes outside of Interfolio should not include identifying information and should be securely destroyed once the hire is finalized.
- Be mindful of hallway talk.

<u>Reviewing Applicant Files and Determining the Short List</u>

1. Interfolio includes a way for committee members to confidentially rate candidates based on the stated search criteria. The committee should ensure all members understand these credentials in advance of the review period. A rough rubric should be created before the review begins.
2. Representative evaluative notes on the stated qualifications of acceptable candidates should be made in Interfolio before any candidate is contacted for a screening discussion. These notes are entered by the Search Committee Chair but should represent the collective evaluation.
3. Once a short list (typically those to be screened further) is established, the Search Committee Chair should check with the Associate Dean to determine whether there is a qualified diverse candidate that has been missed in the process.

<u>Screening</u>

1. When the candidates (generally five to six) are selected for the short list, the Search Committee Chair contacts each candidate to determine his/her continued interest in the position. This can be done in multiple ways but may be best by phone or using the general

search e-mail address. The Search Administrative Support may assist with this if desired. This will keep your personal e-mail separate from the search process. At that time, the Search Committee Chair informs the candidates that committee members will be calling references supplied by the candidate. The candidate will be informed that references **off the list** supplied by the candidate may be contacted as well. The candidate's employer and other colleges will not be contacted at this stage if s/he does not want the application known.

2. The search committee should develop a protocol for screening. Sample questions used by previous search committees are included in the Appendix. It is important that interview protocol questions align with the duties and requirements in the position vacancy announcement.

3. Reference checks can be divided among the committee members; however, no single committee member should contact all references for a single candidate. References are collected by phone. E-mail should only be used in rare cases where the reference requests this type of contact.

4. The committee should screen candidates prior to submitting recommendations for interviews. A standard protocol should be developed and used with all candidates. - Screenings should not utilize video communications. The screenings can take place through virtual conferences using platforms such as ZOOM (again, without video) or phone conferences.

5. The committee will contact all references on the final candidates before the Approval for Interview process is initiated.

6. If a final candidate is currently in a full-time position at another institution of higher education, the candidate needs to know that his/her current Dean or Chair will be contacted for a reference.

   TIP: The committee may find that completing reference calls on the top three or four candidates allows for a more informed recommendation, as well as allows for timely reaction if a preferred candidate withdraws.

Planning the Campus Visit

1. Committee evaluation notes should be updated in Interfolio to reflect information gained from references and screening. The Search Committee Chair should work with the Associate Dean on procedures as needed.

2. Before finalizing the visit request to the Dean, Equal Employment Opportunity information should be reviewed again by the Associate Dean and Search Committee Chair to minimize potential bias toward a qualified candidate that could diversify the faculty.

3. The campus visit schedule should be shared with the Associate Dean for review **before** contacting the candidate to make final travel plans.

4. Simultaneously, the Search Administrative Support submits hard copies of the Authorization for Payment Candidate Expenses and Travel Authorization (TA) forms to the Executive Assistant to the President. The TA must include estimated expenses for lodging, transportation, meals, and any other travel related costs. Once approved, the Search Administrative Support should make copies and notify the Search Committee Chair and the CESHS Budget Analyst.

5. The visit should include representation from many groups, including students. Sample interview schedules are available in the Appendix. An effort should be made to solicit

feedback from faculty outside the search who attend interview events. Try to obtain feedback from both faculty and students in writing whenever possible. Feedback can be solicited using a Qualtrics survey.

6. Finalists will meet with the Department Chair, Dean, Provost (or other representative), the search committee, the Search Administrative Support, and any other appropriate personnel. Many finalists tour the Instructional Technology Center, Macfeat Early Childhood Laboratory School and Lowenstein (when appropriate). The Dean typically prefers to meet with finalists at the beginning and at the end of the visit. Plan for no more than 30 minutes for these meetings. **Make sure to check the Dean's and Provost's calendars before making any arrangements with finalists.**

7. A visit to a school, agency, internship site, or other appropriate location is desirable. (Required for Educator Preparation)

8. Committees have latitude to determine the appropriate interview format. **However, all finalists for tenure-track positions should give both research and teaching presentations**. The teaching presentation should address a topic relevant to course objectives.

9. For the finalist's research presentation, the Search Committee Chair should send an invitation by e-mail to CESHS faculty in advance with the topic of the presentation, date, time, and room number. The Search Committee Chair should also consider inviting faculty in affiliate programs.

10. An effort should be made to ensure fairness in the teaching presentation requirement.
    a. All candidates should present to the same class, if possible.
    b. Internal candidates should not be exempted from the teaching presentation. In addition, the internal candidate should not make a "sample presentation" in a class s/he is currently teaching.

11. If interviewing a finalist from an under-represented group, the Diversity, Equity, Inclusion, and Belonging Committee Representative should assist in establishing a time when the candidate can connect with other faculty from under-represented groups on campus during the interview process.

12. Those involved in the search process should **not** ask international finalists about their citizenship. If finalists disclose they do not have U.S. Citizenship or permanent residency in the United States, the Search Committee Chair should contact the Winthrop University International Center for guidance and support during the search.

13. The Search Committee Chair should make sure the Dean, Associate Dean, Provost, and Dean's Executive Support Specialist have copies of the candidates' final itinerary at least one business day prior to the campus interview.

14. Although all candidates meet with the Department Chair, the Department Chair should also attend candidate teaching and research presentations.

Interview Procedures
1. The finalists should be made aware and acknowledge they will be working in partnerships with field sites, businesses, schools, and/or agencies in the region.

2. Finalists should be welcomed in such a way that they have an opportunity to acquire a positive impression of Winthrop and the CESHS Search committee members and all those involved in the interview process are responsible for sharing helpful information. Finalists need to develop an understanding of the opportunities they will have at Winthrop, including support for new faculty and opportunity to be a part of the many forward-thinking initiatives the CESHS that has underway.

3. The Search Administrative Support must meet with the candidate(s) during their visit to complete travel reimbursement forms. (Be sure to include time in the final itinerary).
4. After interview deliberations, the search committee provides strengths and weaknesses of all on-campus candidates to the Department Chair and Dean in writing. The committee should **not** recommend which acceptable candidate should be hired but can indicate whether a candidate is acceptable or not. The Department Chair will make a recommendation to the Dean and share any concerns with the search committee. The Search Committee Chair can request review of strengths and weaknesses with the Associate Dean for support. The Dean makes the final recommendation to the Provost. Upon approval, an offer may be extended by the Dean or his/her designee.

Official Acceptance of Job Offer and Closing of Search

1. Once an offer has been made and accepted, the Dean notifies the Provost of the acceptance with salary and other terms of employment. The Dean informs the Budget Analyst and Executive Support Specialist of the terms so the personnel file can be constructed. The Dean also notifies the Associate Dean, appropriate CESHS Department Chair and the Search Committee Chair of the finalist's acceptance of the position. The Department Chair notifies the Department Admin of the approved hire. During this period, if necessary, the candidate should be informed by the Department Admin that an official transcript is required. Once an official transcript has been obtained, the Department Admin should also send it to the Dean's Executive Support Specialist for uploading into PICS.
2. The search is not considered closed until the signed offer letter is received from the selected candidate.
3. The Search Committee Chair or Department Chair should personally contact all individuals brought for an on-campus interview and notify Search Administrative Support.
4. Search Administrative Support uses Interfolio to notify all candidates via e-mail that the search is closed.

Expenses

1. Winthrop faculty and others assisting in the search process can be reimbursed for mileage and parking when picking up or taking finalists to the airport. A Travel Authorization form must be submitted even if no reimbursement will be requested. This allows both the employee and candidate to be covered in the event of an accident. The finalist's name should be provided on the travel authorization. *A committee may ask a candidate if using a ride share service better meets the need of the candidate in cases where they would naturally go to the hotel immediately from the airport. However, this should not be offered as the norm and should only be offered in cases where a candidate is going directly to the hotel. In such cases, the Search Administrative Support needs to ensure that the hotel is set to have charges directed to Winthrop. In most cases, having a committee member welcome the candidate at the hotel is ideal.*

2. The University does not prepay airline tickets.

3. If the finalist wishes to rent a car, it is at his/her own expense.
4. The finalist will be reimbursed for their expenses and should complete a Travel Reimbursement and W-9 form. Receipts must be submitted to the Search Administrative Support before leaving campus. The candidate may need to return receipts via US Mail for the airport parking, taxi, etc. that are incurred on their return trip.

5. Meals with candidates are important in the process for both candidate recruitment and screening. Due to State purchasing laws:
   - Each member of the search committee can be reimbursed (at the state per diem rate) for one meal with each candidate.
   - One faculty member should also cover the meal for the candidate and submit that for full reimbursement.
   - **Separate itemized receipts** for host and candidate are submitted to the CESHS Budget Analyst with a Check Request Voucher.
   - Alcohol charges are not reimbursable and should not be included on the receipt.
   - To facilitate good stewardship of the college's funds, the committee is asked to select locations for dinner that are nice, but reasonably priced.
   - Per Winthrop policy, lunch must take place on Winthrop's campus.

6. Efforts should be made to reduce travel expenses. Airfare expected to be over $500 should be discussed with the Dean.

Communication with Unsuccessful Candidates

Please work with Associate Dean or Department Chair to answer questions as needed.
1. For finalists interviewed but not selected, the search committee chair or department chair makes a courtesy telephone call (preferred) or a personalized email. This should not be done until the recommended **finalist has returned the signed letter of acceptance**. Refer to the procedures found in the documents housed in the Faculty Search Resources SharePoint site.
2. Some candidates may request additional information on why they were not selected. In such cases, it is **not appropriate** to provide details on the committee deliberation or the language of the Interfolio notes. A general answer, such as "*There were many candidates who met the criteria, or it was a difficult selection*", should suffice.
3. The Search Administrative Support sends electronic communication to all applicants not selected for further review or consideration. See procedures found in the documents housed in the Faculty Search Resources SharePoint site.

Appendix

Sample Communications

Automatic reply message before due date

UPDATE SUBJECT: INSERT POSITION NAME at Winthrop University

Thank you for contacting us about INSERT POSITION TITLE AND LINK TO VACANCY ANNOUNCEMENT ON WU WEBSITE at Winthrop University. All application materials should be provided through the Interfolio system at the link above.

For technical questions we will respond as soon as possible.

Again, thank you for your interest in this position and in Winthrop University.

Respectfully,

INSERT POSITION *Search Committee*

Automatic reply message after review start date when no due date is provided

UPDATE SUBJECT: INSERT POSITION NAME at Winthrop University

Application review has begun for INSERT POSITION NAME AND LINK TO VACANCY ANNOUNCEMENT ON WU WEBSITE at Winthrop University.

Application materials may be still submitted if desired at the link above. These may be considered if an acceptable candidate has not been selected. Again, thank you for your interest in this position and in Winthrop University.

Respectfully,

INSERT POSITION Search Committee

Automatic reply message after due date or once short lists are formed

UPDATE SUBJECT: INSERT POSITION NAME at Winthrop University

Application review has begun for INSERT POSITION NAME AND LINK TO VACANCY ANNOUNCEMENT ON WU WEBSITE at Winthrop University.

The committee is currently working to narrow our pool of candidates and will inform all candidates through Interfolio of status as appropriate.

Respectfully,

INSERT POSITION Search Committee

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UPDATE SUBJECT: INSERT POSITION NAME at Winthrop University

Thank you for your application for the position of INSERT POSITION TITLE at Winthrop University. We considered your credentials and materials closely. You have not been identified as a finalist for this position. We wish you the best for the future. Open positions at Winthrop University are listed at http://www.winthrop.edu/hr/default.aspx?id=3119 when available.

Sincerely,

INSERT POSITION Search Committee

Email to applicants screened but not selected

UPDATE SUBJECT: INSERT POSITION NAME at Winthrop University

Dear INSERT NAME,

Those of us who had the opportunity to speak with you during your virtual screening call appreciated your interest in the position of INSERT POSITION TITLE at Winthrop University. Unfortunately, we must inform you that you have not been selected for the position.

The search committee thanks you for your application and wishes you the best for the future. Open positions at Winthrop University are listed at http://www.winthrop.edu/hr/default.aspx?id=3119 when available.

Sincerely,
INSERT SEARCH CHAIR NAME

Email to applicants interviewed but not selected (this is best by phone)

UPDATE SUBJECT: INSERT POSITION NAME at Winthrop University

Dear INSERT NAME,

Those of us who had the opportunity to meet with you during your visit appreciated your interest in the position of INSERT POSITION TITLE at Winthrop University. Unfortunately, we must inform you that you have not been selected for the position.

The search committee thanks you for your application and wishes you the best for the future. Open positions at Winthrop University are listed at http://www.winthrop.edu/hr/default.aspx?id=3119 when available.

Sincerely,
INSERT SEARCH CHAIR NAME

Sample Notes for Interfolio

	Application status name	General notes	Disposition code
Candidate 1	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment, experience in interdisciplinary core, and collaboration with P-12 partners.	Application shows lack of directly related experience
Candidate 2	Applied After Review Date		
Candidate 3	Qualified, Not Selected	Candidate has less evidence of P-12 school assessment and collaboration with P-12 schools.	Amount of related experience is less than the referred candidate(s)
Candidate 4	Screened, Not Selected	Based on submitted application the applicant was strong in all desired and required areas. Screening call was positive therefore references were called for more information to distinguish the committees' top three candidates. References were lukewarm. They addressed prepared questions, but provided little or no additional information to indicate support for the applicant in relationship to the job qualifications. One reference, when asked about situations when working with colleagues with differences in philosophies or ideas, indicated that the applicant would express strong opinions and mentioned this tendency in reference to multiple questions. This was a concern for the committee due to the configuration and work practices of the Core Department and Core Course structure. Yet this candidate would likely be the next on campus interview.	
Candidate 5	Applied After Review Date		
Candidate 6	Qualified, Not Selected	Candidate has less evidence of teaching in interdisciplinary core, record of scholarship, and collaboration with colleagues.	Amount of related experience is less than the referred candidate(s)
Candidate 7	Qualified, Not Selected	Candidate has less evidence of p-12 assessment.	Amount of related experience is less than the referred candidate(s)

Candidate 8	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment and experience in interdisciplinary core.	Application shows lack of directly related experience
Candidate 9	Applied After Review Date		
Candidate 10	Qualified, Not Selected	Candidate has less evidence of P-12 collaboration. Was in preliminary list of qualified candidates but was not screened.	Amount of related experience is less than the referred candidate(s)
Candidate 11	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment.	Application shows lack of directly related experience
Candidate 12	Does Not Meet Minimum Requirements	Candidate does not provide evidence for experience in interdisciplinary core and record of scholarship.	Application shows lack of directly related experience
Candidate 13	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment, experience in interdisciplinary core, record of scholarship, sufficient communication skills, and doctorate in related field.	Lacks preferred education/training
Candidate 14	Qualified, Not Selected	Candidate was invited to participate in screening calls but did not respond.	
Candidate 15	Applied After Review Date		
Candidate 16	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment.	Application shows lack of directly related experience
Candidate 17	Qualified, Not Selected	Candidate has less evidence of P-12 assessment and teaching in interdisciplinary core. Further all work (professional and scholarly) seems to be focused in gifted education which is too narrow for position.	Work experience of referred candidate(s) is more closely related to the job duties of the position
Candidate 18	Qualified, Not Selected	Candidate has less evidence of P-12 assessment and collaboration.	Amount of related experience is less than the referred candidate(s)

Candidate 19	Screened, Not Selected	Written application provided strong evidence for all required areas, but was weaker in some desired than top candidates. During screening call the applicant revealed more traditional approaches to teaching content in education core. Further, the applicant demonstrated lower ability in interpersonal communication.	
Candidate 20	Applied After Review Date		
Candidate 21	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment, experience in interdisciplinary core, collaboration with P-12 partners, and record of scholarship.	Application shows lack of directly related experience
Candidate 22	Qualified, Not Selected	Candidate has less evidence of P-12 assessment.	Amount of related experience is less than the referred candidate(s)
Candidate 23	Screened, Not Selected	Evidence of qualification in written application was strong in both desired and required areas. The screening call revealed orientation toward teaching research methods and statistics with less interest in teaching introductory courses for initial preparation candidates. Further, the applicant appeared less knowledge about the position and education core.	
Candidate 24	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment, experience in interdisciplinary core, and record of scholarship.	Application shows lack of directly related experience
Candidate 25	Qualified, Not Selected	Candidate has less evidence of teaching in interdisciplinary core.	Amount of related experience is less than the referred candidate(s)
Candidate 26	Qualified, Not Selected	Although candidate meets minimum requirements, experience in all required areas was weak.	Application shows insufficient skill level to perform the duties of the position
Candidate 27	Qualified, Not Selected	Candidate has less evidence of P-12 assessment and collaboration.	Amount of related experience is less than the referred candidate(s)

Candidate 28	Qualified, Not Selected	Candidate has less evidence of P-12 collaboration and assessment. Lacks experience in general collaboration.	Amount of related experience is less than the referred candidate(s)
Candidate 29	Applied After Review Date		
Candidate 30	Qualified, Not Selected	Candidate has less evidence of P-12 assessment. Further research interests/work and transcript did not provide evidence of experiences and interests in the indicated position.	Application shows a lower level of skills than that of the referred candidate(s)
Candidate 31	Qualified, Not Selected	Candidate has less evidence of P-12 assessment and teaching in interdisciplinary core.	Amount of related experience is less than the referred candidate(s)
Candidate 32	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment, experience in interdisciplinary core, record of scholarships, and degree not close to completion/ABD.	Application shows lack of directly related experience
Candidate 33	Hired	Very strong in all required qualifications. Strong in all but one of the desired qualification. During screening candidate provided very specific examples and provided evidence of a willingness to consider situations/questions when thought was appropriate to consider the complexity of the issue. References from previous faculty position revealed proficiency with higher education teaching and particularly when working with a teaching team.	
Candidate 34	Qualified, Not Selected	The focus of work and research is solely on gifted education.	Application shows a lower level of skills than that of the referred candidate(s)
Candidate 35	Qualified, Not Selected	Candidate has less evidence of expertise in multiple required and desired areas.	Application shows insufficient skill level to perform the duties of the position
Candidate 36	Qualified, Not Selected	Professional and scholarly record is too focused on bullying and climate and weak on P-12 assessment.	Application shows insufficient skill level to perform the duties of the position

Candidate 37	Qualified, Not Selected	Candidate has less evidence of teaching in interdisciplinary core and record of scholarship.	Amount of related experience is less than the referred candidate(s)
Candidate 38	Screened, Not Selected	Written application provided strong evidence for required qualifications. Less evidence was provided for some desired areas. During the screening call, the committee was concerned that the applicant seemed to focus on her lack of teaching experience when answering questions where she could have capitalized on other experiences without highlighting this deficiency in a desired qualification. The candidate was less prepared to discuss her connection to the position and the education core at Winthrop.	
Candidate 39	Applied After Review Date		
Candidate 40	Applied After Review Date		
Candidate 41	Interviewed, Not Selected	Solid experience in all desired and required qualification areas. During screening call, candidate provided enthusiastic responses that demonstrated flexibility and application beyond her field of specialization. References provided evidence of collaborative approach to all aspects of faculty involvement in higher education.	Less competitive based on work history or experience
Candidate 42	Screened, Not Selected	Candidate provided evidence for sufficient experience in all required areas, but evidence indicated less experience in some desired qualifications. Screening call indicated that interest may be more geared to work with EDLD candidates and demonstrated more traditional approaches to teacher preparation than typically seen in the Core Coursework at Winthrop.	
Candidate 43	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment and experience in interdisciplinary core.	Application shows lack of directly related experience

Candidate 44	Qualified, Not Selected	Candidate has somewhat less evidence for teaching in an interdisciplinary core. Further desired qualifications were less than screen candidates, especially technology and P-12 teaching experience.	Amount of related experience is less than the referred candidate(s)

Candidate 45	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment, experience in interdisciplinary core, and record of scholarship.	Application shows lack of directly related experience
Candidate 46	Qualified, Not Selected	Candidate has less evidence of teaching in interdisciplinary core and record of scholarship.	Amount of related experience is less than the referred candidate(s)
Candidate 47	Qualified, Not Selected	Candidate has less evidence of P-12 assessment. Also less experience with diverse populations.	Amount of related experience is less than the referred candidate(s)
Candidate 48	Qualified, Not Selected	Candidate has less evidence of teaching in an interdisciplinary core. Further, professional and scholarly works centered more on English with little indicated teaching in education core coursework.	Application shows a lower level of skills than that of the referred candidate(s)
Candidate 49	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment, experience in interdisciplinary core, and collaboration with colleagues in HE.	Application shows lack of directly related experience
Candidate 50	Qualified, Not Selected	Candidate has less evidence of P-12 assessment and collaboration.	Amount of related experience is less than the referred candidate(s)
Candidate 51	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment, experience in interdisciplinary core, and record of scholarship.	Application shows lack of directly related experience
Candidate 52	Qualified, Not Selected	Candidate has less evidence of collaboration (P-12, interdisciplinary core, and with colleagues).	Application shows insufficient skill level to perform the duties of the position
Candidate 53	Qualified, Not Selected	Candidate has less evidence of P-12 assessment and collaboration overall.	Application shows a lower level of skills than that of the referred candidate(s)

Candidate 54	Does Not Meet Minimum Requirements	Candidate does not provide evidence for P-12 school assessment and collaboration with P-12 partners.	Application shows lack of directly related experience
Candidate 55	Does Not Meet Minimum Requirements	Candidate does not provide evidence for experience in interdisciplinary core and collaboration with P-12 partners.	Application shows lack of directly related experience

Sample Questions for Screening Interactions

General Questions
1. Briefly describe your background and areas of strength as it relates to this position.
2. How do your background and experiences fit with the way you envision the position? OR What interests you about the position?
3. What is your background and experience in working with diverse students or others?
4. Describe a time when you had to resolve a conflict between two people with whom you work. What was the conflict and how did you help to resolve it?
5. If you were offered the job, accepted the position and came to Winthrop, what would you hope to be able to highlight in your annual report as a positive contribution and what might you be continuing to work as a goal for year two?
6. What questions do you have about the position, university, or area?

Questions/items tailored to a specific aspect of the position (encouraged to include 1 to 3)
1. The Teaching Fellows director works closely with approximately 100 teacher education undergraduate students. S/he will coordinate program activities and act as an advisor. The director will also teach courses in his/her area of expertise. Speak to you experience teaching and coaching young adults.
2. Faculty in exercise science work together to ensure our students are ready for a variety of post-graduation experiences. Talk specifically about your approach to ensuring that the content in your courses is specific enough to address the standards while inclusive of the variety of field exercise science students may pursue after graduation.
3. The elementary and early childhood faculty work collaboratively to offer methods and coordinate coursework inside and outside the college. Describe a time when you have been expected to work collaboratively and explain how you will use this experience to inform your work at Winthrop.
4. The MS in Sports Administration includes a number of courses taught completely online or in a hybrid format. Discuss your experiences with online instruction indicating both strengths and areas for further development.
5. At Winthrop, administrators are not appointed with tenure but must be tenurable. What are your scholarly interests?
6. Describe your experience with program assessment, standards in the profession, or accreditation expectations.

Sample Questions for Candidate Reference Calls

1. What is your relationship with the candidate and how long have you known them? 2.2. What range of courses do you think the candidate is qualified to teach? (May want probing list of needs in the department.)
3. Have you observed the candidate teach? Describe his/her teaching style, noting strengths as well as areas for further development.
4. We are a relatively large department but work collaboratively across program areas. Describe the candidate's ability to work with others. How does s/he react to conflicts of philosophy or ideas?
5. Please provide an example of the candidate's willingness to learn new skills and change his/her way of doing things.

6. Based on past performance and potential for future engagement, describe the candidate's potential to develop and maintain an active scholarly agenda in the content of a regional comprehensive university setting.
7. If you were to choose one area in which the candidate might work to improve, what would it be and why?
8. In what type of environment would the candidate thrive?
9. Describe the candidate's experience with program evaluation or accreditation.
10. How would you describe the leadership and management styles of this individual?
11. Is there anything else you would like to share?
12. This position requires initiative and strong leadership skills. Describe the candidate's skills in these areas.
13. Please evaluate the candidate's scholarly activity and interests so far.

Sample Interview Schedule

INCLUDE SPECIFIC IDENTIFYING MATERIAL AT THE TOP INCLUDING NAME, POSITION, AND DATE

Previous Day Arrival Include Day and Date		
Time	**Event (with details)**	**Individuals Involved (Location)**
1:05 PM	Arriving at CLT on Delta Flight 123 from Chicago • Candidate should call 803-123-4569. We will meet outside door B on the lower (luggage) level • Take to Hampton Inn at 123 Rock Road to check in and Dr. Smith will wait for candidate in lobby	Dr. Sue Smith, search committee member
4 PM	Meet with Search Committee	Various faculty (235 West)
5 PM	Driving Tour of Rock Hill Include tour of Sport and Outdoor Education area	Dr. Horatio Mann, search chair
6 PM	Dinner at the Olive Garden at 124 Rock Road	Dr. Sue Smith, search committee member Mr. Bob Hope, search committee member Dr. Horatio Mann, search chair

Primary Interview Day Include Day and Date		
Time	**Event (with details)**	**Individuals Involved (Location)**
8:30 AM	Meet in hotel lobby having already had breakfast that is provided	Dr. Lisa Ready, search committee member will meet and bring to Dean's office (106 Withers, 803-323-2151)
9 AM	Meeting with Dean of College of Education, Sport, and Human Sciences	Dr. Jeanie Rakestraw, Dean (106 Withers)
9:30 AM	Transition to West Center with brief tour of campus • Visit ITC and Macfeat (Lowenstein?) before leaving Withers	Ms. Sunny Day, Administrative Support
10:30 AM	Complete forms	Ms. Sunny Day, Administrative Support
11 AM	Meeting with Department Chair	Dr. Samuel Bird, Chair Physical Education, Sport and Human Performance (203 West)
11:30 AM	Break	Ms. Sunny Day, Administrative Support
11:45 AM	Meet Dr. Cannon for Lunch (on campus)	Dr. Lois Cannon, search committee member Dr. Hermit Bridge, program director and search committee member
2:00 PM	Teach mini lesson in PHED 120	Various program students (235 West)
	Break	
3:15 PM	Meet with Provost	Dr. Bird will walk to Tillman with candidate and wait
4:00 PM	Presentation to Faculty	Various faculty (235 West)
4:45 PM	Meeting with Dean of College of Education, Sport, and Human Sciences	Dr. Jeanie Rakestraw, Dean (203 West)
5:30 PM	Return to CLT for 7:30 flight (dinner on your own)	Dr. Lisa Ready, search committee member

Sample Interview Schedule

INCLUDE SPECIFIC IDENTIFYING MATERIAL AT THE TOP INCLUDING NAME, POSITION, AND DATE

Evening Arrival Include Day and Date		
Time	**Event (with details)**	**Individuals Involved (Location)**
5:15 PM	Arriving at CLT on Delta Flight 123 from Chicago • Candidate should call 803-123-4569 at will meet outside door B on the lower (luggage) level	Mr. Bob Hope, search committee member Dr. Sue Smith, search committee member
6 PM	Dinner in Rock Hill • Take to Hampton Inn at 123 Rock Road to check in	Dr. Sue Smith, search committee member Dr. Horatio Mann, search chair

Primary Interview Day Include Day and Date		
Time	**Event (with details)**	**Individuals Involved (Location)**
8:30 AM	Meet in hotel lobby having already had breakfast that is provided	Dr. Lisa Ready, search committee member will meet and bring to Dean's office (106 Withers, 803-323-2151)
9 AM	Meeting with Dean of College of Education, Sport, and Human Sciences	Dr. Jeanie Rakestraw, Dean (106 Withers)
9:30 AM	Transition to West Center with brief tour of campus • Visit ITC and Macfeat before leaving Withers	Ms. Sunny Day, Administrative Support
10:30 AM	Complete forms	Ms. Sunny Day, Administrative Support
11 AM	Meeting with Department Chair	Dr. Samuel Bird, Chair Physical Education, Sport and Human Performance (203 West)
11:30 AM	Break	Ms. Sunny Day, Administrative Support
11:45 AM	Meet Dr. Cannon for Lunch (Michael's Bar and Grill at 1234 Rock Road)	Dr. Lois Cannon, search committee member Dr. Hermit Bridge, program director and search committee member
2:00 PM	Teach mini lesson in PHED 120	Various program students (235 West)
	Break	
3:15 PM	Meet with Provost	Dr. Bird will walk to Tillman with candidate and wait
5 PM	Driving Tour of Rock Hill Include tour of Sport and Outdoor Education area	Dr. Horatio Mann, search chair

Final Interview Day Include Day and Date		
Time	**Event (with details)**	**Individuals Involved (Location)**
8:30 AM	Meet in hotel lobby having already had breakfast that is provided	Dr. Lisa Ready, search committee member will meet and bring to campus
9:00 AM	Presentation to Faculty	Various faculty (235 West)
10:15 AM	Meeting with Committee Members	Various faculty (235 West)
11 AM	Meeting with Dean of College of Education, Sport, and Human Sciences	Dr. Jeanie Rakestraw, Dean (203 West)
11:30 PM	Return to CLT for 1:30 flight (lunch on your own)	Dr. Lisa Ready, search committee member

Updated Sep. 2023