

What Every Search Committee Should Know

One of the most critical and costly decisions which faculty and academic administrators must make is related to the recruitment and selection of new colleagues. Selecting qualified persons with the knowledge, skills, and attitudes for the identified position as well as the potential to grow with the organization is crucial to the university's overall success. Andrews University uses a process featuring a search committee to discover, evaluate, and recommend for academic and administrative appointments the best candidate for the position.

The policy including membership of search committees and terms of reference is found in WP 1:717 and 2:142. Individual units (schools, departments, offices) may have additional terms of reference which build on the basic policy expectations. For example, the Seminary and Religion Department routinely include representation from church administration on search committees.

Critical to the success of this process is the committee's commitment to conduct interviews and relate to all candidates, including those not selected, in a manner which promotes good public relations for the department and university as well as avoids any legal liability. This set of procedures is designed to support optimal effectiveness in the search process.

Discrimination in Recruitment and Hiring

Andrews University is an equal employment opportunity employer. This means that the University is committed to avoiding discrimination on the basis of race, color, sex, age, national origin, citizenship status, veteran status, or disability as required by law. See the Human Resources Hiring Packet for further information on questions which are permissible to ask, and those which should be avoided.

Steps on the Search Pathway

Expectations. The first set of activities by the Search Committee should be to determine what

Other interviews. Interviews on a campus visit include more than just the Search Committee. Each serious candidate should interview at minimum the following:

- a. The administrator to whom the department or academic unit reports
- b. The president and academic vice-president
- c. The entire faculty of the unit or department where the appointment is located.
- d. If the position will include graduate teaching, the Graduate Dean.
- e. For faculty positions, the Dean of Scholarly Research
- f. The benefits coordinator in Human Resources, who can explain benefits available.

Demonstration of teaching skills. The campus visit should also include an opportunity for the candidate to demonstrate teaching skills. If possible, arranging for the person to give a class or seminar lecture with students present is highly desirable. This event should be attended by one or more of the Search Committee members to observe the teaching style and competence of the candidate. Following the event, feedback from students present should be solicited.

Other activities. Discuss with the candidate what other activities would be helpful. The candidate may want to explore the Berrien Springs area, experience a weekend on the campus, or have a social time with potential colleagues. If the situation is propitious, the person may want to make contact with a local realtor. One member of the Search Committee should function as the campus host for the visit.

should be contacted to thank them for their participation in the process.