The Second Campus Visit  
(usually for administrative searches only)

In the past several years, it has become customary to bring finalists for administrative positions back to the campus for a second visit after the search committee has completed its task and given its report to the appointing authority. These visits are not required. If they are scheduled, the following suggestions should be considered.

Be sure the candidate's schedule is not unduly burdensome. Two days of non-stop individual and group presentations, including during meals, is too much. Time should be provided for rest and for activities the candidate might want to schedule.

Since this process is partly for the benefit of the candidate and partly for continuing the evaluation of the candidate, the individual should be aware of both purposes. This is especially true if a public presentation has been scheduled. The type of presentation should be specified and the probable audience should be described.

If persons meeting with the finalist are going to have to input into the final selection, their comments should be submitted in writing. They should also have made efforts to become, at a minimum, familiar with the vitae. The letters should make clear how much contact the commentators had with each candidate.
Some groups, who frequently meet candidates, have formal protocols about the meeting. This is to be encouraged. Also, the more representative these groups are in their composition and interests, the fewer number of such meetings are necessary.

Each candidate, including any internal candidates, should receive the same treatment during these visits, consistent with the dictates of common sense.

All of these suggestions are relevant to first as well as second visits. What needs to be emphasized in second visit preparation is that the candidate as well as the search committee should be clearly informed of the purpose of the second visit, as confusion has occurred in past searches.

**Remember!**

The University adheres to the anti-raiding policies of the American Association of Colleges and Universities. This means that for candidates who hold probationary or tenured positions at other institutions, offers must be made by May 1. If a unit anticipates needing to extend an offer after May 1, the college must be consulted so that a waiver of this policy can be sought from the candidate's current employer.

**STEPS**

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<th>FULL NATIONAL SEARCH</th>
<th>LIMITED SEARCH</th>
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<td><strong>STEP 1.</strong> Prepare position description and selection criteria</td>
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**STEP 2.** Appoint search committee  
At least 5 members on search committee  
At least 3 members on search committee.  
For research and post-doc positions, search committees MAY not be required. Principal Investigator may select candidate. This has not been a practice on the UMD campus.

**STEP 3.** Prepare Form 16 search plan  
Usually minimum of 6 weeks between approval of Form 16 and last date of receipt of applications

Recommend four weeks of advertising?  
At least 5 days required from posting to last day for receipt of applications.

Written notice to all eligible staff or faculty;

OR

Notice in campus and/or local publication for 3 consecutive days.  
Recommend three weeks of advertising?

**STEP 4.** Advertise position  
*a.* Written notice to professional associations concerned with women and minorities

*b.* Ad in one national publication, one professional journal, one national/regional publication targeted at recruiting protected individuals

*c.* May send notice to graduate institutions, organizations and professional caucuses for protected individuals, colleagues at other institutions, professional meetings  
MAY be on-campus
MAY need broader recruiting (depending on essential requirements and availability of qualified candidates)

**STEP 5.** Recruit candidates As in STEP 4 (Advertising) plus all other recruiting strategies committee can devise. Public postings of open position required. (Some possibilities specified in STEP 3.)

**STEP 6.** Screen applicants and evaluate the pool composition. Pool must be approved by UMD Office of Equal Opportunity prior to interviews. UMD Office of Equal Opportunity approval of pool prior to interviewing.

**STEP 7.** Conduct interviews and select finalists. Adhere to guidelines. Adhere to guidelines of national search when interviews are conducted. Interviews MAY not be necessary, but in all cases candidates must be treated consistently and fairly. Notify the UMD Office of Equal Opportunity in writing if interviews will not take place or if interviews will be conducted by telephone.

**STEP 8.** Appointing authority selects candidate. Form 17 requires appropriate approvals of unit, plus UMD Office of Equal Opportunity. Form 17 requires appropriate approvals of unit, plus UMD Office of Equal Opportunity.

**Remember, there are eight steps to be followed in every competitive search. Some flexibility is allowed in steps for a limited search. The sequence of steps remains the same, except that several steps may be combined and**
implemented together. This section addresses the basic differences between limited and full searches. Step-by-step details are not repeated here. See the table above for an overview of the differences between full and limited searches. Units may develop additional guidelines for limited searches to meet their needs.

II. B. Steps in a Limited Search
(The combination of any steps must be justified in the Form 16, written search plan.)

STEP 1. Prepare position description and selection criteria

Contents of the position description are the same for national and limited searches. The responsibility for it, the ad copy, and the selection criteria remains with the appointing authority/search committee, subject to clarification and approval by the UMD Office of Equal Opportunity/Vice Chancellor of Academic Administration.

STEP 2. Appoint search committee

A minimum of three people should serve on the search committee.

STEP 3. Prepare Form 16 search plan
The requirements and contents of a full and limited search are the same with three exceptions in regard to a limited search:

(1) a **minimum** of five working days is required for advertising; most positions will require more time. Recommend three weeks of advertising.

(2) for on-campus posting, augmentations, or acting appointments, a minimum of written notice to all eligible staff or faculty, or a notice in a campus publication for three consecutive days and, if appropriate, in a local publication.

For academic units which hire on a regular basis in one or more titles, the annual preparation of a Form 16, "multiple hire" may be most appropriate. In this case, the recruitment period, appointment period and deadline for receipt of applications would occur over an annual period, for example, from July to June or other annual cycle.

A search committee may want to advertise an assistant professor, instructor, or visiting professor for a one-year, temporary position as a way of increasing the chances of attracting a topnotch person for the position. If the committee takes this approach, it must detail essential qualifications for each classification in the Form 16 and in the ad copy. Such a practice may be counterproductive in that applicants may become confused when reading the ad and thus not apply for the position. An alternative would be for the search committee to run two searches for the single position, i.e., a search
for an assistant professor or instructor and a search for a visiting professor. Two Form 16s would be used. If a visiting professor is hired, the search for the assistant professor/instructor would be canceled, and vice versa.

**STEP 4. Advertise position**

Depending on the essential requirements and the availability of qualified candidates, on-campus advertising may be appropriate for some positions. However, other positions may require broader recruiting.

**STEP 5. Recruit candidates**

When time and circumstances permit, committee members should be responsible for actively developing additional recruiting strategies. Page 26, "Recruiting Suggestions" from STEP 5, Full Searches, may be appropriate for use in limited searches. In all cases, informal conversational recruiting among colleagues must be augmented with additional public postings of open positions.

**STEP 6. Evaluate the pool composition**

Positions subject to limited searches require that the UMD Office of Equal Opportunity approve the pool prior to conducting interviews.

**STEP 7. Conduct interviews and select finalists**
In conducting interviews, the search committee and appointing authority must adhere to the same guidelines for national searches. It may not be appropriate or necessary to conduct interviews in each search. However, candidates must be treated with consistency and fairness throughout the entire process. Notify the UMD Office of Equal Opportunity in writing if interviews will not take place or if interviews will be conducted by telephone.

**STEP 8. Appointing authority selects candidate**

The appointing authority makes a decision on the candidates and submits a Form 17 requesting approval to extend an offer. Approval requirements and contents of the Form 17 are the same for national and limited searches except that:

For "multiple hire" Form 16s which are filed annually, appointments may be made throughout the annual cycle as individuals are needed and as applications are received.

Please note that when departments engage in a search for a temporary position, the appointed candidate may be rehired without initiating a new search, as long as no more than three consecutive quarters have lapsed between appointments.

*Refer to the Regulations Concerning Faculty Tenure provisions contained in the current University Education Association union*
contract, and consult with the UMD Vice Chancellor of Academic Administration.