

Best Practices for Recruitment & Selection of the Division of Student Affairs Senior Management at FSU

I. Rationale for Recruitment and Selection Policy

Staffing is a human resource intensive enterprise. It takes patience, proper screening and an effective recruitment and selection process. Investing in the process of hiring the right people will pay off for years to come and requires a commitment to “not settle” on the best candidate versus the right candidate. Recruitment and selection of staff should be a very high priority and include procedures that meet the following objectives:

- Hire the right people
- Increase the university’s brand externally and internally
- Manage the Division of Student Affairs image and brand
- Continue to be a university of choice for student affairs professionals

“In a National study conducted by The Center for Higher Education Enterprise (CHEE), Florida State University was ranked among the 15+ Most Promising Places to Work in Student Affairs for 2015. The institutions were evaluated on workplace diversity, staffing practices and work environment, in addition to salary/benefits and family friendliness.”

II. Recruitment & Selection Policy Statement

People choose to work at Florida State University for many reasons, and there are even more reasons why they stay for a career. At FSU, there’s the excitement of being part of a vibrant academic and professional community, surrounded by people whose ideas are shaping tomorrow’s news.

A. University Statement

The Florida State University is an equal opportunity employer and educational provider committed to a policy of non-discrimination for any member of the University's community on the basis of race, creed, color, sex, religion, national origin, age, disability, veterans' or marital status, sexual orientation, gender identity, gender expression, or any other protected group status. This policy applies to faculty, staff, students, visitors, applicants, and contractors in a manner consistent with applicable federal and state laws, regulations, ordinances, orders and rules, and University's policies, procedures, and processes.

B. DSA Statement

The goals of the Division of Student Affairs (DSA) are to facilitate student development, celebrate differences, and promote civic and global responsibility in both formal and informal educational experiences. The Division accomplishes these tasks through utilizing best practices as identified by international and national higher education professional organizations to create evidence-based programs and services. The diversity goals of the institution, division of student affairs, and the unit will

be addressed in all recruitment and selection processes. Employees who are recruited and hired by the DSA must commit to maintain, expand and protect the University's focus on students by:

- Advocating for students individually and systemically
- Educating students through courses, programs and activities
- Assisting students' intellectual, emotional, physical, and spiritual development
- Collaborating with campus and community partners to design policies and programs that are student-centered
- Consulting with all University divisions to anticipate student needs and resolve issues

Units may use different processes for recruitment depending upon the circumstances surrounding the need to fill the position, but must take steps to ensure that the values of the profession are applied in all procedures that are used. Recruitment and selection committee members should be properly trained to assume the important responsibilities of recruitment and selection. Supervisors should adhere to any institution-wide recruitment and selection programs. This cannot, however, substitute for an understanding of procedures and processes from a student affairs perspective. Recruitment and selection will be planned, implemented, and evaluated to ensure that each potential employee is provided equal opportunities to compete for the position.

III. Perform a Position Analysis

Every position vacancy will be filled based upon a thorough position analysis regardless of the level of the position or the extent of the search. The Division of Student Affairs should do a Position Analysis whenever a vacancy is expected, when a vacancy occurs and/or when a new position is created. When performing this analysis, it is important to consider the current status of the position as well as what may be needed with the position in the future. During this assessment, it is also important to consider the characteristics and strengths that a successful candidate may possess.

It is important to create a profile that best fits the position in the context of the institution's culture. Whether the position is new or recently vacated, there must be a careful determination of why the position is needed, precisely how it will assist the division and the institution in achieving its goals and mission, how it relates to other positions in the division, and what skills and other abilities are necessary to carry out its responsibilities. Finally, the analysis should include a judgment as to whether other positions in the division should be reconfigured in light of the vacancy. Important steps for the position analysis include:

- Do an exit interview with the individual vacating the position.
- Determine if the position is needed.
- If the position is needed, does the title/reporting structure need to be changed or modified?
- Does the position description need to be rewritten? Do the qualifications need to be modified?
- Is the position needed?
- Does the title/reporting structure need to change?
- Does the position description need to be rewritten/edited.
- Is the salary competitive?

IV. Prepare the Position Description

The Division of Student Affairs should first establish a hiring profile, which would include an updated position description and core competencies for the position. Feedback should be taken from the previous incumbent's exit interview, Central Staff members and the current departmental staff and stakeholders. It is imperative that a position description clearly defines the goals of the department, division and institution. This should include the definition of student services, and the understanding that employees are selected based on skills, competencies, personality and fit based on the defined role, responsibilities and goals.

The position description (PD) should indicate the need for the position as it reflects the organization's goals. It also should clarify to other members of the unit in which the work is to be performed, the expectations of the new member. The position description should take heed of ethical considerations in regards to ethnic, gender, and minority bias.

In writing a position description, one should avoid "must statements" such as "the candidate must possess a Ph.D.". The use of such statements can create unnecessary limitations in the event the most successful candidate does not meet the qualifications that have been described as a "must."

At a minimum a position description should include:

- Position title
- Size and scope of the department and the position
- Credentials or position specifications
- Organizational / administrative location of the position
- Physical location and working conditions
- Goals / expected outcomes for the position / department
- Expected work activities
- Internal and external marketing descriptions
- Procedures and conditions of employment
- Institutional and divisional performance expectations

Once the position description has been created and fully vetted by stakeholders, the hiring authority and search committee chair should define internal and external marketing descriptions (position postings) and expectations. The Human Resource (HR) representative will be instrumental in crafting and marketing the external position description. Additionally, appropriate HR screening questions should be determined, as well as creating associated screening documents (rubrics, matrices, etc.) that reflect the PD and posting. Sample external position description found in Appendix A.

V. Advertise the position

The student affairs division should evaluate all possible avenues for advertising a position vacancy, in consultation with the appropriate Human Resources representative.

As budget limitations may determine the means by which a position vacancy is advertised, it is important to consider carefully which advertising medium is most likely to target the audience most important to reach.

Possibilities to consider are:

- Campus resources such as publications, offices, employee referrals, web sites, or electronic bulletin boards.
- Local newspapers
- Employment agencies or search firms.
- Mass media advertising (radio, television, etc.)
- Professional outlets such as listservs, professional journals and web sites such as [American College Personnel Association \(ACPA\)](#), [National Association of Student Personnel Administrators \(NASPA\)](#), [National Association of Colleges and Employers \(NACE\)](#), [American Counseling Association \(ACA\)](#), [National Career Development Association \(NCDA\)](#), [Florida Association of Colleges and Employers \(Florida ACE\)](#), [Association for University and College Counseling Center Directors \(AUCCCD\)](#), [American Psychological Association \(APA\)](#), [Florida Psychological Association \(FPA\)](#), [Association of Counseling Center Training Agencies \(ACCTA\)](#), [Association of Psychology Post-Doctoral and Internship Centers \(APPIC\)](#), [Positions in Counseling Centers \(PICC\)](#), [Association of College Unions International \(ACUI\)](#), [Social Justice Training Institute \(SJT\)](#) Listserv and [Association of College and University Housing Officers - International \(ACUHO-I\)](#) Professional placement conferences and exchanges such as [ACPA](#), [NASPA](#), [ACUHO-I](#), and [Oshkosh Placement Exchange](#)
- [The Chronicle of Higher Education](#) - The Chronicle of Higher Education is generally thought to be the most helpful medium in higher education though it may not be read at all institutions. The Chronicle is distributed in both paper and electronic form. HR posts all executive management positions in the Chronicle. Higheredjobs.com should also be considered.
- Word of mouth and virtual word of mouth through social media outlets such as LinkedIn, Facebook, Twitter, Instagram and others should be utilized as a way of creating a viral “buzz” about the position, and as a way of sharing some of the culture of the unit with potential candidates.

Extra care should be taken to ensure that the announcement reaches potential minority candidates. Some potential sources for this are:

- [American Association of University Women](#)
- [Latinos in Higher Ed](#)
- [National Association of African American Studies and Affiliates](#)
- [Women in Higher Education](#)

A link to the division’s profile / overview (recruiting document) should be included in all position postings. Part or all of the following overview should be included for external position descriptions:

Florida State University – An Overview

The Florida State University, in Tallahassee, the capital of Florida, is a public institution - one of twelve units within the Division of Colleges and Universities directed by the Florida Board of

Education. The reputation of our institution extends beyond any particular geography or discipline as evidenced by our credentials:

- *Combining traditional strength in the arts and humanities with recognized leadership in the sciences, Florida State University provides unmatched opportunities for students and faculty through challenging academics, cultural discovery and community interaction.*
- *Underlying and supporting the educational experience at Florida State University is the development of new generations of citizen leaders, based on the concepts inscribed in our seal: Vires, Artes, Mores — Strength, Skill and Character.*
- *With its impressive breadth of leading graduate, professional and undergraduate programs, Florida State University is a demanding, intellectually stimulating, yet warm and caring environment for students and faculty. Recognized nationally for its commitment to diversity, Florida State University is a national leader in the number of doctorates awarded to African-American students and in the graduation rate of African-American undergraduates. Its College of Medicine and College of Law are ranked in the nation's Top 10 for Hispanic students.*
- *Programs in physics, chemistry, political science, psychology, criminology, public administration, library science, information, human sciences, business and law are consistently included in the top public university lists.*
- *At the Ph.D. level, interdisciplinary programs draw on notable research faculty strengths that transcend the traditional disciplines, including neuroscience, molecular biophysics, computational science, materials science and research at the National High Magnetic Field Laboratory—home to the world's most powerful magnets.*
- *One of the nation's elite research universities, Florida State University - with the Carnegie Foundation's highest designation, Doctoral/Research University-Extensive - offers a distinctive academic environment built on its cherished values and unique heritage, a welcoming campus on the oldest continuous site of higher education in Florida, championship athletics, and a prime location in the heart of the state capital.*
- *Florida State University is a comprehensive degree granting university, offering baccalaureate degrees in 88 programs, master's degrees in 102 programs, advanced master's/specialist degrees in 19 programs, doctorates in 67 programs, and two professional degrees. The university offers fully accredited programs in both law (J.D.) and medicine (M.D.).*
- *FSU is a member of the Atlantic Coast Conference - sponsoring eight men's teams and ten women's intercollegiate athletic teams.*
- *As one of the major employers in the city of Tallahassee and within the Big Bend region of Florida, FSU employs 14,186 university administrators, professors, staff, and students.*
- *Florida State University provides employees the opportunity to participate in a variety of outstanding benefit programs. Voluntary programs include health, life, dental, vision, disability, long term care, personal insurance, savings bonds, tax sheltered annuities, and much more.*

For further information on Florida State University, please visit <http://www.fsu.edu/>.

VI. Appoint and Empower the Search Committee

Appointing a search committee to recruit and select staff and providing clear guidelines of their charge is imperative to successful recruit talent. As search committees tend to be ad hoc committees, members may not know precisely what is expected of them. The committee's duties and the role of the hiring authority should be clearly provided, preferably in writing including a discussion around potential international applicants. Because most search committees for executive positions are comprised of students and individuals outside of the division and others who may not be familiar with the credentials and experience required for professional work in the field of student affairs, it is vital that all members of the committee are well trained regarding the necessary qualifications.

A. Duties of the Search Committee

The Search Committee's task is to carry out the recruitment process including reviewing resumes, the preliminary interview, and the on-campus interview. This includes assisting in advertising the position, reviewing all resumes, conducting the preliminary interviews, selecting 3-5 candidates for on-campus interviews, and organizing the on-campus interviews. Search Committee members are stewards of the department, institution, and division, and should serve as hosts to candidates throughout the process. The Search Committee should meet after the conclusion of the on-campus interviews to make recommendations, however selection of candidates for a position rests in the hands of the hiring supervisor, department director, and Vice President for Student Affairs.

B. Search Committee Composition

Search committees should be made up of 5-7 people. Search committee members for the position should be selected from staff within the department, individuals outside of the department, students, and when appropriate, individuals outside of the division. As the level of the responsibilities of the vacant position increases, the search committee members should be more widely representative of the entire campus community.

C. Search Committee Chair Responsibilities

The Search Committee Chair serves as the point of contact for the open position. Responsibilities include:

- Working with the hiring supervisor and director to advertise the position in appropriate spaces and be knowledgeable about the departmental needs and opportunities.
- Manage and conduct all communication with candidates professionally, equitably, and documented when necessary.
- Work with hiring supervisor to develop screening process based on needs and opportunities within department.
- Provide Search Committee access to all resumes for screening process.
- Coordinate the preliminary interview process, date, times, and questions. 10-20 preliminary interviews are encouraged.
- Conduct reference checks prior to offering on-campus interview (in conjunction with hiring supervisor if appropriate).
- Establish a timeline and communicate tentative on-campus time and date responsibilities two weeks prior.

- Develop the interview schedule and provide information to candidates in advance and in writing. This includes: booking travel and overnight accommodations, arranging for interview space and escorts for candidate from interviews, background check, inclusive food options, necessary community pieces, clear development of presentation topic and goals, interview questions and evaluation tools. (It is important to establish guidelines for recruitment expenses prior to hosting on-campus candidates. Position, available budget, and urgency will impact the recruitment budget. Because brand management is critical, spending money for the recruitment and selection process should not be so conservative that it inhibits finding the right person.)
- Serve as host to on-campus candidates the days of the interview.
- Verify any needed accommodations (i.e. physical, etc.) and work in conjunction with the SDRC to coordinate as needed.
- Organize all feedback and provide committee recommendations to hiring supervisor at the conclusion of the last on-campus interview.
- Identify Key university stakeholders
- Search vs. Selection Committee
- Timelines
- Provide Access via Omni
- Discuss qualifications

C. Search Committee Timeline

The following suggests a timeline for committee meetings:

- First meeting
 - Search Committee Chair and Hiring Supervisor bring committee together to discuss needs and opportunities of department, advertising of position, and goals of committee, including possible start times and encouraged timeline.
- Screening Process
 - Search Committee Chair establishes screening process, all committee members “paper screen” all candidates based on needs of department and screening process.
 - It is encouraged that a rubric is used for the screening process in order to provide a quantitative look at resumes. Rubrics may change with each unique position but may include: level of education, experience working with diverse students, supervision experience, budget experience, expertise in area, etc. Samples rubrics from previous searches are provided as guides in Appendix B. PLEASE ADD
- Preliminary Interview
 - Search Chair will contact via phone and email possible candidates for the preliminary interview. Preliminary interviews should range from 30-45 minutes with a standard set of questions asked by search committee members. 10-20 candidates should be interviewed through this preliminary process. A skype interview is recommended as the initial interview as it provides both verbal and non-verbal evaluative components. The Career Center provides Skype Interview space and dates may be reserved by calling 850-644-6493.
- Preparing for On-Campus Interviews
 - Search Committee should hold tentative dates for on-campus interviews, booking space and informing stakeholders and interview participants of a tentative schedule.
- Selection of On-Campus Candidates

- 3-5 candidates should be selected to participate in the on-campus interview. Candidates should be communicated with via phone and email to set schedules, understand process, and book travel. At this point, the Search Committee Chair should share the honest salary range for this position.
- Candidates should be provided information about the schedule in a formalized template, and consulted with regarding any additional community needs (real estate agent, schools, housing options) that could be included in the interview process.
- On-Campus Interviews
 - Candidates should be welcomed (at airport) by Search Committee/hiring supervisor. Information about department, division, and Tallahassee should be provided. Any updates to schedule should be discussed.
 - Search Committee members should host candidates while on campus, providing necessary information, ensuring they are taken care of, and engaging in reflection when necessary.
 - Candidates should meet with: Search Committee, hiring supervisor, director of department, members of the department, students, members of the division, and Vice President's office (if applicable) and present on a relevant topic to the university community (when appropriate). All meals and transportation should be provided and a tour of the campus/community is essential for establishing fit.
 - Sample questions and evaluation forms should be provided to all groups meeting with candidates and be collected either at the end of the day, or at the end of meeting all candidates. Electronic feedback forms through Qualtrics survey may also be explored.

VII. Conduct the Search

Screening of applications should be conducted from the beginning of the search process, and reviews should begin immediately following the announcement. Good selection reduces turnover, training and recruitment costs, and thereby produces stability, consistency, low operating costs and an ability to increasingly reward desired behavior.

A. Screen Applicants

A comprehensive employment application is the cornerstone of every successful pre-employment screening program. It will identify many undesirable applicants early in the selection process. The completion of an application form is important for Equal Employment Opportunity reasons, for record keeping, and for gathering information from which to make a good employment decision. The search committee should always carefully study each applicant's employment history. Recent jobs are the best predictors of future job performance and permanency. The applicant's personal saga of success or failure often is displayed clearly in their unabridged employment record of, at least, the 5 prior years. Beginning and ending dates of each job, month as well as year, are also important. Precise dates of employment expose gaps between jobs. Screening should include an objective application evaluation tool, rubric or matrix. In addition, screening can also include a short video prepared by the candidate to discuss philosophy. Recruiting document should be shared with those in advance of the Skype interviews, if it has not been shared already.

B. Arrange for Candidates Interviews

Once the applicant pool has been screened and individuals to be considered are identified, initial Skype interviews should be arranged with those candidates.

- Perform Initial Skype Interviews

Skype interviews are held with the search committee and should last between 30 and 45 minutes. Questions are predetermined by the search committee with sufficient time allotted for the applicant to ask questions. The Chair of the search committee is charged with notifying the applicant of the structure of the Skype interview, names and titles of those involved, and the time allotment for the interview at the time at which the invitation is extended. Toward the end of the Skype interview, candidates are to be informed that, if they advance as a finalist for the position, the hiring supervisor will conduct a reference check, either on-list or off-list. Possible Skype questions include:

- What interested you about this position? Tell us why you decided to apply. How does it fit with your career goals?
- Please share your philosophy about the mission and purpose of a ...
- What excites and challenges you about taking on the role as FSU's...
- In what way does your leadership demonstrate your commitment to diversity? Please be as specific as possible.
- Please describe your experience with ... (position content questions)
- Under the current structure at FSU the ...(FSU context questions)
- If you had an unlimited budget, what would you do with it?
- What questions do you have for us?

- Conduct initial reference checks

After deliberation, the search committee may select one or more candidates as finalists for the position under consideration to be invited to visit the campus and participate in the interview process in person. One of the most crucial steps in the hiring process is checking references. Reference checks round out the profile of a job applicant by providing third-party support for first impressions. Reference checks should be made only for those candidates who have advanced to the finalist stage and who are under serious consideration for the job. When calling a reference, be friendly and courteous (i.e., ask if it is a good time to talk). After developing rapport, begin with basic questions about the applicant. This will yield essential information while breaking the ice. Sample questions may include:

- What is your impression of the candidates guiding philosophy in his/her work?
- Describe his/her budget experience in as much detail as you are aware.
- What supervision experience do they have, how would you characterize their supervision style?
- How do they create relationships with stakeholders?
- He/She is known by colleagues and staff as...
- Describe at least one area of growth for this candidate.

Additional questions can be found in Appendix C. Always ask for confirmation of employment dates, title, job duties, salary and the name of the previous employer. Next, segue into a brief description of the experience and skills you have been looking for and ask the reference to comment on the applicant's ability to handle some of the typical responsibilities associated with the position. DO NOT inquire about the candidate's marital status, age, disabilities, religion, ethnicity, gender, or other personal issues. Such information may not be used in making a hiring decision. Based on the information gathered during the Skype interviews and reference checks in consultation with the VPSA, the search committee invites final applicants for an on-campus interview. Be sure to complete and submit to Human Resources the Florida State University Employer Reference Check Form prior to requesting a background check and finger printing.

C. Make arrangements for Campus Interviews

Once an invitation has been extended to an applicant for an on-campus interview, a greater emphasis is placed on the search committee to manage the image of the University throughout the campus visit. As a result, the search committee may elect to set the tone prior to the interviews by holding preparatory meetings with key stakeholders.

- Manage image of university

The on-campus interview provides an opportunity to showcase the strengths of FSU as well as the beauty of Tallahassee. The interview process is a reciprocal evaluation of all parties involved including the University as a whole. The ultimate goals of the interview are to recruit and lure qualified applicants as well as project a positive image to all applicants including those whose interview process may not result in a hire.

- Determine if Candidates will present to the University community and make appropriate arrangements

Executive directors, Directors and some Associate Directors have external roles that require exceptional communication and presentation skills. Evaluating these competencies can often be accomplished through a university-wide presentation opportunity followed by a question and answer. The Search Committee in consultation with the VPSA and the unit should determine what topic should be provided to each candidate invited to campus. The Chair of the search committee will avail themselves to the candidates to assist them in understanding their charge and determining their needs for a successful presentation. At the time of the presentation, the Chair of the search committee will need to charge the audience with expectations, an evaluation rubric of the candidate and act as a moderator of the question and answer session.

- Pre-interview arrangements

The search committee creates an itinerary which is delivered to the applicant prior to the date of the interview. Itineraries should be consistent for all candidates regardless of whether the candidates are local or traveling from a remote location, for the sake of consistency. If spouse or significant other is traveling with the candidate, arrangements should be made for tours with a realtor or other person knowledgeable of Tallahassee living. The following details are imperative for an effective on-campus experience:

- Arrange and confirm dates and times with candidate
- Develop the interview schedule and confirm with all individuals who will be involved in the interview process (provide a final copy of the schedule to the candidate, the interviewers, and the search committee members)
- Arrange overnight accommodations if necessary
- Arrange for transportation if necessary
- Arrange for any meals provided outside of the interview schedule if necessary
- Create an itinerary for candidates following the guide below:

Day 1

- Meet at the Airport and travel to Hotel
- Tour of Tallahassee
- Dinner with Small Group
 - Chair
 - 1 Search Committee Member
 - 1 or 2 members of hiring department

Day 2

- Opportunity for recreation / workout
- Breakfast with VPSA
- Meeting with Search Committee
- Meeting with Key Stakeholders in Unit
- Tour of Unit
- Background Check
- Lunch with Central Staff
- Presentation
- Meeting with Students
- Meeting with Associate VPSA/Assistant VPSA
- Dinner with Associate VPSA/Assistant VPSA

Throughout both days of the interview, the applicant is escorted from one meeting to the next by members of the search committee. In addition, at least one search committee member should be present at most group interviews. Sample Director's Itinerary provide in Appendix D.

D. Contact candidates

After an invitation for an interview is extended by the Chair of the search committee, certain arrangements are necessary prior to the interview. The hiring department's budget manager is to be involved in those arrangements that present an expense (i.e., accommodations, transportation). The Chair of the search committee is in communication with the applicant(s) via telephone/ email throughout the process.

VII. Make recommendations for Final Decision

The chair of the search committee ensures that all of the feedback forms have been collected and summarized (if the hiring supervisor requests summaries) and provided to the hiring supervisor. The chair of the search committee also shares the feedback from the search committee with the hiring supervisor on each of the candidates once the on campus interviews are complete. It is not the responsibility of the search committee to rank the candidates but rather to identify the strengths or concerns about each candidate.

The final decision of determining who is the most highly qualified and the best fit for the position is made by the hiring supervisor in consultation with the VPSA. Input from specific directors or key stakeholders on campus who will work closely with the person in this position might also be considered before extending an offer. A decision will also be made by the hiring supervisor and the VPSA, with input from others as necessary, on whether an offer will be extended to a second or third candidate in the event the first or second offers are declined.

The hiring supervisor and/or the VPSA decide on the initial salary to make in the offer, and how to proceed in the event the finalist asks for more (given that it falls within the salary range given before the on campus interview). It is recommended to request that a salary analysis of equivalent positions within DSA, throughout FSU and external to FSU be completed by Human Resources to determine where the finalist falls based on qualifications and experience.

VIII. Extend Offers and Declinations

The hiring supervisor (or Chair of the search committee if hiring supervisor is VPSA) extends the offer by phone, or in person if possible, and this discussion should include the following information:

- Salary
- Expected start date
- Overview of employee benefits
- Relocation expenses (if applicable)

In the event the offer is not immediately accepted, it is important to clarify when a final decision is needed so that the search process is not unnecessarily held up. When an offer is accepted, the hiring authority should inform the finalist that the offer letter (sample offer letter) and contract will arrive via email within a day or two. The hiring authority should immediately contact the other candidates from

the on campus interviews either by phone or in person to thank them for their time and interest and inform them that the position was filled. All other applicants for the position who had been routed to the search committee by HR should receive an email thanking them for their time and interest and informing them that the position has been filled. The notification to all applicants needs to be done quickly after an offer is accepted and before any announcements about the new hire are made public.

In the event the offer is declined, the hiring authority will extend an offer to the second most preferred candidate if that was the decision previously made with the VPSA and others. The other options are to consider extending campus interviews to one or two candidates who did very well on the SKYPE interviews but were not initially selected for campus visits. It is helpful for the search committee to have provided information to the hiring authority regarding the strengths of the other candidates interviewed by SKYPE but were not chosen for the initial campus interviews. This helps facilitate the decision about whether to invite one or two more candidates for on campus interviews or simply close the search. When a search is closed because no offers were made or accepted, a general announcement should be made to DSA staff members outlining the next steps to be taken to fill the position as soon as possible.

After a search is closed because no offers were made or offers were declined, it is important for senior members of members of Office of VPSA, to meet to have an open discussion about the search process. This meeting should focus on the overall search process from the position description, marketing, criteria used to select the top candidates for SKYPE interviews and final selection for on campus interviews. A review of on campus interviews from initial contact, travel arrangements, and detailed schedule of the visit should be reviewed. When offers are declined, it is especially important for an in depth discussion to take place to try and identify factors that might have influenced the search and/or the on campus interviews and take corrective action before beginning another search. A suggested topic to discuss in such an overall review of a search is organizational culture.

IX. Organizational Culture

Candidates will be assessing the organizational culture throughout the application and interview process. Candidates will have gotten an initial impression of what the organizational culture of the Division of Student Affairs at Florida State University is like through networking in professional associations, higher education news about best practices, awards by the staff and the latest news of being one of the top 15 best places to work in Student Affairs. These all help attract highly qualified applicants. The campus visit, however, provides the candidates with an opportunity to see and experience the organizational culture of the Division first hand and to get a sense for the values and beliefs that guide the commitment to supporting students in so many different ways. Interactions among the individuals on the various committees will be a reflection of the type of camaraderie, teamwork and respect for one another that the candidate can expect to be part of. Hearing stories reflecting the strong support that exists toward professional development and career advancement for staff members and the degree of creativity allowed to always try something new can be exciting and

reassuring for a candidate. A session with the senior members of the unit will give insight into the types of dynamics and interactions among the team members.

The organizational culture also provides a framework for expected behaviors that promote the individual staff members as well as the Division and Florida State University in a positive way. These expected behaviors are the unwritten code of conduct of the Division and these behaviors impact the overall impression the candidate will have of the position, the Division of Student Affairs and of Florida State University as a result of the campus interview. Therefore, to help ensure that the candidate's impression of the organizational culture of the Division of Student Affairs is as positive through personal interactions and interview sessions during the on campus visit as it is through its national reputation, the following is advised:

- Make Division wide announcements announcing the search committee members and chair and expected timeline as soon as the search committee is formed.
- Clarify the expected outcomes from each of the scheduled interview sessions and the types of questions and interactions that should take place.
- Identify the forum for asking the strategic questions. Will there be an interview session planned with a small group made up of the VPSA and other directors who work most closely with this position? The inclusion of a sub group of Directors and members of Office of VPSA into the on campus interview schedule would provide an opportunity to ask strategic questions and provide more insight into how each candidate fits into the working dynamics of the group.
- Have committee members decide on questions and wording before the interviews to help ensure that no questions are inadvertently worded in an impromptu setting that will cause misunderstanding or concern from the candidate or fellow staff members.
- Ensure that staff members in the unit with the Director or Executive Director position opening have had time to process the transition between the departure of one leader and the search for the replacement. Have the interim Director or other staff member facilitate a session(s) to process the expectations and concerns about this transition and allow the staff to feel included in the overall search process. Providing such support and discussions with the unit members will help ensure a positive on campus interview experience for the candidates. Supporting a positive environment in the unit with the opening also helps make for a much easier onboarding process for the new hire.
- Ensure that all staff members invited to open forums followed by Q/A are aware of the types of questions, as well as the wording, that should be used. Providing participants with a list of pre-approved questions will help ensure that the questions do not make the candidate feel put on the spot or asked a question about a specific policy or action from the past.

XI. Ethical Practices

It is equally important to ensure that ethical practices are followed throughout the search process to protect the integrity of the Division and FSU. It is important to ensure that the search committee members are oriented regarding their role in the search and are well informed on the types of questions to avoid that are not directly related to the position description or the candidate's qualifications. Committee members should also follow strict guidelines regarding confidentiality and should not publicly discuss the names of the candidates or where they are currently employed.

Make sure that no candidate is unofficially offered a position before the final approval process has gone through and an official offer can be made.

Make sure that the salary range has been clearly discussed before inviting the candidate for an on campus interview.

Fully disclose to all applicants if there is an internal candidate before inviting finalists to campus. This is especially important when there may be a perception from external audiences that key positions are sometimes filled with internal candidates.

Ensure that there is a search committee member assigned to host each candidate throughout the day of the on campus visit. The host should provide overviews of the makeup of each of the groups the candidate will meet with and alert him/her to any possible issues that might come up.

Try and ensure that each candidate has the same experience during the on campus interview whether or not the candidate seems to be a good fit for the position.

Each candidate should depart the on campus interview having felt that it was a positive experience.

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