



Faculty Recruitment Manual



Office of Faculty Affairs

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Introduction

Recruiting tenure-track faculty is one of the most consequential tasks undertaken by and for our university. Tenure-track careers are typically long – and are meant to be so. When we embark on a search for a tenure-track faculty member, we are intending to find a teacher, scholar, and colleague who will be an engaged, invested member of our university community for many years to come. The significance of tenure-track recruiting is multiplied by the need to enhance and support the diversity of our faculty, bringing a variety of experiences, perspectives, and competencies to our community.

That significance is matched by the length and expense of the tenure-track recruitment process. Months of work go into the search process and the costs of failure are not only monetary. Failed searches may be costly, but the damage done to academic departments when the wrong person is hired can be incalculable. To do the best for our students, our colleagues, and our disciplines, we must get our searches right.

Faculty Recruitment Manual

This manual has been substantially revised and edited to focus on key aspects of policy and procedure. The recruitment process can produce many unique situations, leading to numerous procedural, ethical, and legal questions. For any issues not directly addressed in this manual, contact the Office of Faculty Affairs.



I. CHRS Recruiting

Several important steps the tenure-track recruiting process are now carried out using the online CHRS Recruiting system:

- Creation and approval of job requisition
- Applicant responses to job postings
- Search committee review of application materials
- Recommendations from search committee to dean
- Preparation of formal offer to successful candidate
- Completion of onboarding documents

Please refer to links on the Faculty Affairs website for CHRS Recruiting user guides and training opportunities (*Faculty Affairs > Recruitment Information*).



II. Recruitment Roadmap

Action:	To be completed by:
Request tenure-track position from Dean	Department Chair
Obtain approval for position from Provost and establish salary range	College Dean
Complete job requisition in CHRS Recruiting	Department Chair/ASA/ASC
Elect Search Committee ¹	Department Faculty
Submit draft position announcement, and search committee names to Faculty Affairs	Department Chair
Search Committee training: CSU Learn (online), meeting with AVP Faculty Affairs	Search Committee
Develop screening, evaluation, and interview processes	Search Committee
Advertise position widely: professional journals, associations, conferences, direct contact with graduate programs, Chancellor's Doctoral Incentive Program participants, etc.	Department Chair, Search Committee, Faculty Affairs
Initial review of applications in CHRS Recruiting	Search Committee
OPTIONAL telephone/video conference interviews	Search Committee
Request Dean's approval for on-campus interviews in CHRS Recruiting	Search Committee
Check references provided by candidates	Search Committee
Complete on-campus interview form (Financial Services website > Staff & Faculty > Travel Forms)	Department ASA/ASC

¹ Unit 3 CBA, Art. 12.22: "Each department or equivalent unit shall elect a peer review committee of tenured employees for the purpose of reviewing and recommending individuals for probationary appointments. At the discretion of the President and upon request of the department these peer review committees may also include probationary employees."

Action:	To be completed by:
On-campus interviews	Search Committee, Department Chair, College Dean
Check at least one off-list reference for candidates considered for appointment	Search Committee, Department Chair, College Dean
Submit on-campus interview receipt form (Financial Services website > Staff & Faculty > Travel Forms)	Department ASA/ASC
Send regrets to applicants not selected as finalists	Search Committee, Department ASA/ASC
Submit recommendation for appointment to Dean in CHRS Recruiting	Search Committee
Consult with Provost, Faculty Affairs regarding terms of offer	College Dean
Discuss informal offer to finalist	College Dean
Complete offer card in CHRS Recruiting	College Dean
Send regrets to finalists not selected	Search Committee
Complete recruitment survey	Search Committee, Department Chair

All recruitment records (including candidate files, evaluation notes, rubrics, etc.) must be retained by the hiring department for 5 years following the search.

III. Equal Opportunity and Diversity

“The California State University is committed to maintaining an inclusive community that values diversity and fosters tolerance and mutual respect. We embrace and encourage our community differences in Age, Disability, Race or Ethnicity, Gender, Gender Identity or Expression, Nationality, Religion, Sexual Orientation, Genetic Information, Veteran or Military Status, and other characteristics that make our community unique.”²

Proposition 209

Proposition 209 amended the California State Constitution to prohibit the granting of preferences in public employment, education, and contracting to any individual or group on the basis of race, sex, color, ethnicity, or national origin. It is not permissible for us to use quotas, preferences, or qualifications based on such categories when recruiting faculty.

Best Practices to Promote Equal Opportunity and Diversity

There are actions we can take to promote equal opportunity and diversity within the law:

- Encourage the election of diverse search committees. Talk with your departmental colleagues about the importance of search committee diversity.
- Search committee members must complete CSU online training modules: (1) General Training for Search Committees and (2) Non-Discrimination and Affirmative Action. Links to these can be found on the Faculty Affairs webpage under *Recruitment Information > Search and Recruitment Training*.
- Appoint one member of the search committee to act as a diversity advocate during the recruitment process.
- Diversity statements are required for all tenure-track faculty job candidates. These statements help search committees evaluate how candidates will support student success at a diverse campus like ours.
- Advertise the position widely, in venues likely to be seen by diverse audiences.
- Make direct contact with diverse graduate programs, minority serving institutions, and students participating in the Chancellor’s Doctoral Incentive Program.

² CSU Executive Order 1097

IV. Search Committees

- Search committees must be elected by department faculty and are normally composed of tenured faculty. In order to include probationary faculty on a search committee, the department must receive permission in advance from the AVP for Faculty Affairs.³
- Choosing diverse search committee members is considered a best practice for promoting equal opportunity and diversity in hiring.
- Before any evaluation of applications takes place, the search committee should meet with the AVP for Faculty Affairs to review policies, procedures, and best practices.
- All search committee members are required to have completed the online CSU Learn training module “Searches and Recruitment in the CSU” within the past two years. A link can be found on the Faculty Affairs webpage under *Recruitment Information > Search and Recruitment Training*.

V. Advertising the Position

- All advertising should be based on the position description developed at the beginning of the recruitment process and approved by the Dean.
- Faculty Affairs will publish the position announcement on the CSU Stanislaus and CSU Careers websites, as well as on HigherEdJobs.com. All other advertising is the responsibility of the department.
- Department search committees are strongly encouraged to advertise widely and to reach out proactively to sources of potential candidates: professional associations, doctoral programs, faculty colleagues, etc.
- Search committees are strongly encouraged to contact participants in the Chancellor’s Doctoral Incentive Program directly. Information about the program can be found here: <http://www.calstate.edu/hr/cdip/> A directory of participants in the program, listed by academic field, is available from Faculty Affairs.
- Developing large, diverse applicant pools is the best way to promote diversity in hiring. Search committees are encouraged to make direct contact with departments and programs likely to have diverse job candidates. See *Appendix A* for a list of recognized Minority Serving doctoral institutions.

³ Unit 3 CBA, Art. 12.22

VI. Conference Recruiting

- Recruitment meetings at professional conferences may be important in publicizing the position and attracting candidates, however, they must not substitute for the full application and interview processes.
- Funding for conference recruiting must be provided by the department and/or the Dean.

VII. Reviewing Applicant Files

- Consult with the Dean and Faculty Affairs regarding the size, diversity, and quality of the applicant pool before beginning the initial review of applications. Consider extending the application period or engaging in further outreach if the applicant pool is not satisfactory.
- Use an evaluation rubric when reviewing applicant files. An example is provided as *Appendix B*.
- Evaluation criteria should be based on the position announcement.
- The search committee should keep written records of applicant evaluations. These must show appropriate, reasoned judgment regarding the selection of finalists and the rejection of other applicants.
- Use a candidate tracking spreadsheet to record candidate status throughout the process. An example is provided as *Appendix C*.
- Telephone or video conference interviews are optional and should be used only if the committee believes they will be important in selecting finalists for on-campus interviews. If distance interviews are employed, keep procedures and questions the same for all candidates considered to be potential finalists.
- Interview questions should be based on the position announcement and formal selection criteria. **DO NOT ASK CANDIDATES ABOUT:**
 - Personal information such as age, race, marital status, children or plans to have children, religion, or citizenship
 - Prior salary history
 - Prior criminal convictionsIf a candidate volunteers information about these topics, that information should NOT become part of the search committee's discussions or decisions.

VIII. Checking References

- The position announcement should require a list of professional references as part of the application process
- Before inviting finalists for on-campus interviews, the search committee should contact on-list references by phone. Questions for on-list references should be approved by the search committee.
- Following on-campus interviews, at least one off-list reference should be contacted for any candidate being considered for appointment. Request and respect confidentiality when doing so.⁴
- Before phoning off-list references, contact the candidate and inform them that off-list references will be contacted for finalists.
- For candidates who have not yet worked in an academic position, a doctoral Department Chair may be the best off-list reference. For candidates with current academic appointments, the search committee may request a Dean-to-Dean conversation as an off-list reference check.

IX. On-Campus Interviews

- Complete the On-Campus Interview and Travel Allowance for Recruitment Form, along with the attached Vendor Data Record. These can be found on the Financial Services website under *Staff & Faculty > Travel Forms*. Only the highlighted sections of the Vendor Data Record must be completed. Deliver completed, signed forms to Financial Services.
- The On-Campus Interview Receipt form (also on the *Travel Forms* webpage) is used when search committee members take a candidate out for a meal and need to claim this as an expense.
- The Travel Request & Claim form is used by candidates for their own travel expenses.
- For other questions related to candidate travel or expenses, contact the Travel Office (x3140)

⁴ “Institutions should respect the confidentiality of candidates for faculty positions. The institution may contact references, including persons who are not identified by the candidate, but it should exercise discretion when doing so.” *AAUP Policy Documents and Reports 2015*, pp. 155-6

- Each candidate invited for an on-campus interview should be given the same experience and opportunity, to the greatest extent possible.
 - Interview questions should be based on the position announcement and formal selection criteria. **DO NOT ASK CANDIDATES ABOUT:**
 - Personal information such as age, race, marital status, children or plans to have children, religion, or citizenship
 - Prior salary history
 - Prior criminal convictions
- If a candidate volunteers information about these topics, that information should NOT become part of the search committee's discussions or decisions.

X. Concluding the Search

- The search committee should consult widely with department faculty regarding the suitability and ranking of candidates.
- The search committee's recommendation report to the Dean is approved by a simple majority of the committee's members.⁵
- In the event that none of the candidates invited for on-campus interviews are considered suitable, the search committee should recommend declaring a failed search.

XI. Appointment Issues

- Faculty appointees must have completed the appropriate terminal degree before beginning employment in a probationary tenure-track position.
- Faculty appointees must be legally authorized to work in the United States before beginning employment. If a prospective employee requires assistance in obtaining a visa, contact Faculty Affairs.
- A new faculty member's first pay check is issued following the first full month of employment. Benefits do not take effect until the second month of employment.

⁵ Unit 3 CBA, Art. 12.22



Appendix A: Recognized Minority Serving Institutions of Higher Education

State	City	Institution	Doctorate	Masters	Asian American Native American Pacific Islander Serving Institutions	Historically Black Colleges and Universities	Hispanic Serving Institutions	Native American Serving, Nontribal Institutions
AL	Livingston	University of West Alabama		X		X		
AL	Montgomery	Alabama State University	X	X		X	X	
AL	Normal	Alabama A&M University	X	X		X		
AL	Tuskegee	Tuskegee University	X	X		X		
CA	Arcata	Humboldt State University		X			X	
CA	Bakersfield	California State University-Bakersfield		X			X	
CA	Belmont	Notre Dame de Namur University		X		X		
CA	Burbank	Woodbury University		X	X	X		
CA	Carson	California State University-Dominguez Hills		X			X	
CA	Fresno	Alliant International University	X	X			X	
CA	Fresno	California State University-Fresno	X	X	X		X	
CA	Fresno	Fresno Pacific University		X			X	
CA	Fullerton	California State University-Fullerton	X	X	X		X	
CA	Hayward	California State University-East Bay		X	X			
CA	LaVerne	University of LaVerne	X	X			X	
CA	Long Beach	California State University-Long Beach	X	X	X		X	
CA	Los Angeles	California State University-Los Angeles		X	X		X	
CA	Los Angeles	Loyola Marymount University	X	X	X		X	
CA	Los Angeles	Mount St Mary's College	X	X	X	X		
CA	Los Angeles	Occidental College		X			X	
CA	Los Angeles	University of Southern California	X	X	X			
CA	Merced	University of California-Merced	X	X			X	
CA	Moraga	Saint Mary's College of California	X	X	X		X	
CA	Northridge	California State University-Northridge		X			X	
CA	Oakland	Holy Names College		X	X			
CA	Passadena	Pacific Oaks College		X			X	
CA	Pomona	California State Polytechnic University		X	X		X	
CA	Riverside	La Sierra University		X	X		X	
CA	Riverside	University of California-Riverside	X	X	X			
CA	Sacramento	California State University-Sacramento		X	X			
CA	San Bernardino	California State University-San Bernardino		X	X		X	
CA	San Francisco	University of San Francisco	X	X	X			
CA	San Jose	San Jose State University		X	X		X	
CA	San Luis Obispo	California Polytechnic State University		X			X	
CA	San Marcos	California State University-San Marcos		X	X		X	
CA	Santa Barbara	Antioch University	X	X			X	
CA	Santa Cruz	University of California-Santa Cruz	X	X			X	
CA	Seaside	California State University-Monterey Bay		X			X	
CA	Thousand Oaks	California Lutheran University	X	X			X	
CA	Turlock	California State University-Stanislaus	X	X	X		X	
CO	Alamosa	Adams State College		X			X	
CO	Fort Collins	Colorado State University	X	X			X	
CO	Pueblo	Colorado State University-Pueblo		X			X	
DC	Washington	Howard University	X	X		X		

State	City	Institution	Doctorate	Masters	Asian American Native American Pacific Islander Serving Institutions	Historically Black Colleges and Universities	Hispanic Serving Institutions	Native American Serving, Nontribal Institutions
DC	Washington	University of the District of Columbia	X	X		X		
DE	Dover	Delaware State University	X	X		X		
FL	Coral Gables	University of Miami	X	X			X	
FL	Fort Lauderdale	Nova Southeastern University	X	X		X		
FL	Miami	Barry University	X	X			X	
FL	Miami	Carlos Albizu University-Miami Campus	X	X			X	
FL	Miami	Florida International University	X	X		X	X	
FL	Miami	Florida Memorial University		X		X		
FL	Naples	Hodges University		X			X	
FL	Tallahassee	Florida Agricultural and Mechanical University	X	X		X		
GA	Albany	Albany State University		X		X		
GA	Atlanta	Clark Atlanta University	X	X		X		
GA	Atlanta	Morehouse School of Medicine	X	X		X		
GA	Savannah	Savannah State University		X		X		
GU	Mangilao	University of Guam		X	X			
HI	Hilo	University of Hawaii at Hilo		X	X			
HI	Honolulu	Chaminade University of Honolulu		X	X			
HI	Manoa	University of Hawaii at Manoa	X	X	X			
IL	Champaign	University of Illinois	X	X	X			
IL	Chicago	Chicago State University	X	X		X		
IL	Chicago	Illinois Institute of Technology	X	X	X			
IL	Chicago	Northeastern Illinois University-Chicago		X	X		X	
IL	Chicago	University of Illinois at Chicago	X	X	X			
IN	Indianapolis	Martin University		X		X		
LA	Baton Rouge	Southern University and A & M College	X	X		X		
LA	Grambling	Grambling State University	X	X		X		
LA	New Orleans	Southern University at New Orleans		X		X		
LA	New Orleans	Xavier University of Louisiana	X	X		X		
MA	Boston	University of Massachusetts-Boston	X	X	X			
MD	Baltimore	Coppin State University		X		X		
MD	Baltimore	Morgan State University	X	X		X		
MD	Baltimore	Sojourner-Douglass College		X		X		
MD	College Park	University of Maryland-College Park	X	X	X			
MD	Princess Anne	University of Maryland-Eastern Shore	X	X		X		
MO	Jefferson City	Lincoln University		X		X		
MS	Alcorn	Alcorn State University		X		X		
MS	Bowie	Bowie State University	X	X		X		
MS	Itta Bena	Mississippi Valley State University		X		X		
NC	Durham	North Carolina Central University		X		X		
NC	Elizabeth City	Elizabeth City State University		X		X		
NC	Fayetteville	Fayetteville State University	X	X		X		
NC	Greensboro	North Carolina A & T State University	X	X		X		
NC	Jackson	Jackson State University	X	X		X		
NC	Pembroke	University of North Carolina at Pembroke		X				X

State	City	Institution	Doctorate	Masters	Asian American Native American Pacific Islander Serving Institutions	Historically Black Colleges and Universities	Hispanic Serving Institutions	Native American Serving, Nontribal Institutions
NC	Raleigh	Shaw University		X		X		
NC	Winston-Salem	Winston-Salem State University		X		X		
NJ	Jersey City	New Jersey City University		X			X	
NJ	Jersey City	Saint Peter's University	X	X			X	
NM	Albuquerque	College of Santa Fe at Albuquerque		X			X	
NM	Albuquerque	University of New Mexico-Main Campus	X	X			X	
NM	Hobbs	University of the Southwest		X			X	
NM	Las Cruces	New Mexico State University-Main Campus	X	X			X	
NM	Las Vegas	New Mexico Highlands University		X			X	
NM	Portales	Eastern New Mexico University-Main Campus		X			X	
NM	Santa Fe	Institute of American Indian Arts		X				X
NM	Silver City	Western New Mexico University		X				
NM	Socorro	New Mexico Institute of Mining and Technology	X	X			X	
NY	Brentwood	Long Island University-Brentwood		X			X	
NY	Bronx	College of Mount Saint Vincent		X	X		X	
NY	Bronx	Lehman College		X			X	
NY	Brooklyn	Polytechnic Institute of New York University	X	X	X			
NY	Dobbs Ferry	Mercy College-Main Campus		X			X	
NY	East Elmhurst	Vaughn College of Aeronautics and Technology		X	X			
NY	Flushing	Queens College, CUNY		X	X			
NY	New York	Baruch College, CUNY	X	X	X			
NY	New York	Boricua College, CUNY		X			X	
NY	New York	Hunter College, CUNY	X	X	X			
NY	New York	Metropolitan College of New York		X	X		X	
NY	New York	City College of New York, CUNY	X	X			X	
OK	Langston	Langston University		X		X		
OK	Seminole	Seminole State College		X				X
OK	Tahlequah	Northeastern State University		X				X
OK	Tishomingo	Murray State College		X				X
OR	Portland	Portland State University	X	X	X			
PA	Cheyney	Cheyney University of Pennsylvania		X		X		
PR	Bayamon	Caribbean University-Bayamon	X	X			X	
PR	Carolina	Universidad Del Este		X			X	
PR	Cupey	Universidad Metropolitana		X			X	
PR	Fajardo	Inter America University		X			X	
PR	Guaynabo	Univ of Puerto Rico Medical Sciences	X	X			X	
PR	Gurabo	Universidad Del Turabo	X	X			X	
PR	Hato Rey	Universidad Politecnica de Puerto Rico		X			X	
PR	Mayaguez	Pontifical Cath University Puerto Rico	X	X			X	
PR	Mayaguez	Universidad Adventista de las Antillas		X			X	
PR	Mayaguez	University of Puerto Rico-Mayaguez	X	X			X	
PR	Mercedita	Inter American University of Puerto Rico-Ponce		X			X	
PR	Ponce	Caribbean University-Ponce	X	X			X	
PR	Rio Piedras	University of Puerto Rico	X	X			X	

State	City	Institution	Doctorate	Masters	Asian American Native American Pacific Islander Serving Institutions	Historically Black Colleges and Universities	Hispanic Serving Institutions	Native American Serving, Nontribal Institutions
PR	San German	Inter American University of Puerto Rico	X	X			X	
SC	Columbia	Allen University		X		X		
SC	Orangeburg	South Carolina State University	X	X		X		
SD	Kyle	Oglala Lakota College		X				X
SD	Mission	Sinte Gleska University		X				X
TN	Nashville	Fisk University		X		X		
TN	Nashville	Meharry Medical College	X	X		X		
TN	Nashville	Tennessee State University	X	X		X		
TX	Alpine	Sul Ross State University		X			X	
TX	Arlington	The University of Texas at Arlington	X	X	X		X	
TX	Austin	Saint Edward's University		X			X	
TX	Austin	The University of Texas at Austin	X	X			X	
TX	Brownsville	University of Texas at Brownsville		X			X	
TX	Corpus Christi	Texas A & M University-Corpus Christi	X	X			X	
TX	Dallas	University of North Texas at Dallas		X			X	
TX	Edinburg	The University of Texas-Pan American	X	X			X	
TX	El Paso	The University of Texas at El Paso	X	X			X	
TX	Houston	Texas Southern University	X	X		X		
TX	Houston	University of Houston	X	X			X	
TX	Houston	University of Houston-Downtown		X	X			
TX	Keene	Southwestern Adventist University		X			X	
TX	Kingsville	Texas A & M University-Kingsville	X	X			X	
TX	Laredo	Texas A & M International University	X	X			X	
TX	Odessa	The University of Texas of the Permian Basin		X			X	
TX	Prairie View	Prairie View A & M University	X	X		X		
TX	San Antonio	Our Lady of the Lake University-San Antonio		X			X	
TX	San Antonio	St. Mary's University		X			X	
TX	San Antonio	Texas A&M University-San Antonio		X			X	
TX	San Antonio	The University of Texas at San Antonio	X	X			X	
TX	San Antonio	University of Texas Health Science Ctr	X	X			X	
TX	San Antonio	University of the Incarnate Word	X	X			X	
TX	San Marcos	Texas State University-San Marcos	X	X			X	
VA	Hampton	Hampton University	X	X		X		
VA	Norfolk	Norfolk State University		X		X		
VA	Victoria	University of Houston-Victoria		X			X	
WA	Petersburg	Virginia State University	X	X		X		
WV	Institute	West Virginia State University		X		X		
WV	Toppenish	Heritage University		X			X	

Appendix B: Sample Evaluation Rubric

Candidate Evaluation Rubric		
Vacancy#		<input type="checkbox"/> All Required Materials submitted
Department		<input type="checkbox"/> Candidate Meets ALL Minimum Requirements stated in the position description
Position		
Candidate Name		
Stated Requirement	Meets Minimum Requirement (Notes)	Does Not Meet Minimum Requirement (Notes)
Stated Preferences or Conditions		
Signatures (All Committee Members)		
Search Chair		
Committee Member		
Committee Member		
Committee Member		

Appendix C: Sample Candidate Tracking Spreadsheet

First	Last	Last Updated	All Rq'd. Materials Submitted	Required Education	Minimum Qualification :	Minimum Qualification:	Required Qualification:	Required Qualification :	Required Qualification :	Advance to Phone Interview	Advance to On-Campus Interview
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	Yes	No	No		
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	Yes	No	Yes		
Aspiring	Candidate	10/1/15	Yes	No-ABD							
Aspiring	Candidate	10/1/15	No								
Aspiring	Candidate	10/1/15	Yes	No-ABD							
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	Yes	No	No		
Aspiring	Candidate	10/1/15	No								
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Alternate
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	No					
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	No				
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	Yes	No	No		
Aspiring	Candidate	10/1/15	Yes	No	No						
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	No					
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	Yes	No	Yes		
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	No				
Aspiring	Candidate	10/1/15	Yes	No-ABD							
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Alternate
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Aspiring	Candidate	10/1/15	No								
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Alternate
Aspiring	Candidate	10/1/15	Yes	No							
Aspiring	Candidate	10/1/15	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No

Signatures _____

Search Chair _____