

College of Natural and Applied Sciences

Hiring Guide

Adopted August 16 2021

Resources for Unit Leaders, Search Chairs and Search Administrative Assistants

The information in this guide will assist search chairs, search administrative assistants, and unit leaders with all aspects of the search and hiring process. If you have questions, contact the Dean's Office for assistance.

Key Contacts in the Dean's Office:

- Executive/Administrative Assistants:
 - Dylan Welker – p card questions, scheduling back-up
 - Gale Lininger – Scheduling meeting with dean and/or associate dean for faculty candidate interviews; travel related questions, including questions related to hotel, applicant tracking system
- Associate Dean (Jorge Rebaza) – In training and Learning - Applicant Tracking System, hiring processes, forms, approval of candidate pools, approval for phone/Skype/ZOOM/TEAMS interviews, approval of on-campus interviews, and paperwork
- Dean (Tammy Jahnke) – position requests and approvals, content of search paperwork, approval of candidate pools, approval for phone/Skype/ZOOM/TEAMS interviews, approval of on-campus interviews, discussion and approval of elements of offers (including salary and start-up)

Initiating a Search

Follow the steps below to initiate a search. Requested items must be electronically submitted by the unit leader (usually the Department Head) for review. All information must be submitted prior to creating a posting in the ATS.

Request for a position: Submit your request and justification for a position for review – typically made April through June of each year. Once approved, proceed with instructions for establishing a search committee.

Search Committee: Submit search committee names to dean and associate dean after search is approved. Consider gender and ethnicity as you make your suggestions. Indicate who will serve as the search chair. For each member, indicate if they have served on a search in the past 2 years. The committee should be a small group (3-5 individuals). Membership may include faculty, staff, and students, as well as alumni or other outside constituents. When possible, search committees should include people from diverse backgrounds; however, it may not always be feasible. You may include diverse members from other departments or administrative units or enlist their help in the search process. When submitting search committee information, indicate when the committee will complete search compliance training from the Office of Institutional Equity and Compliance. Please note, the department approver and search committee chair must complete training, per University policy every 12 months. Per CNAS policy, the committee and department approver must meet with the Dean prior to beginning the search for additional training. The committee chair or unit leader should reach out to the executive/administrative assistant to determine when meetings are scheduled.

Upon approval of the search committee, provide committee members with the “[Recruiting a Diverse Workforce](#)” policy. They should review the full policy and note sections 2.3 and 2.4: Responsibilities of the Search Chair and Search Committee.

Vacancy Announcement: completed by unit leader in consultation with the search committee AFTER the composition of the search committee has been approved. A template of a Vacancy/Ad Copy can be found in Appendix I. This announcement will be posted on MSU’s Employment Opportunities website and HigherEdJobs.com (paid for by HR and Provost Office). Missouri State also posts a general job vacancy ad in the local Unite publication, encouraging job seekers to visit our vacancy page. You should place ads in discipline specific places as well but know that there is not an infinite budget for ads. See Appendix II for advertising budget. When planning the vacancy announcement and the recruitment and outreach plan, please refer to the [Recruiting a Diverse Workforce: Guidelines for Hiring Faculty, Academic Administrators and Executive, Administrative and Professional Staff Policy, section 3.0 and 4.0](#). There is a listing of targeted recruitment resources at <https://www.missouristate.edu/Equity/targeted-recruitment-resources.htm>.

Following final approval of the “Request for a Position” form and the items above, a posting is created in the ATS. After the posting in the ATS receives approval from the Office of Institutional Equity and Compliance and the Dean, please provide the information below, via email to department head, dean and associate dean:

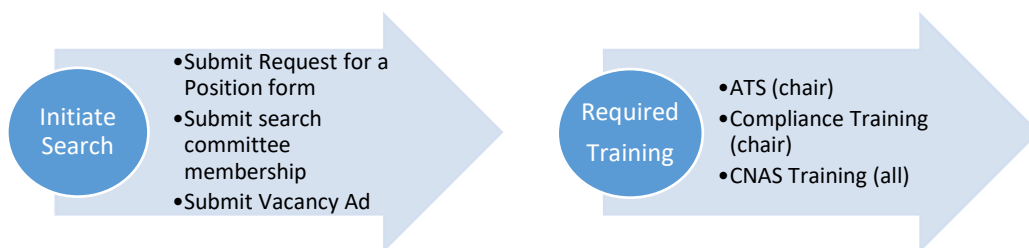
Screening Tools – completed by the search committee in consultation with the unit leader. Please be sure to match criteria in position description to the items rated by the committee. In addition interview questions should also be prepared and approved. Details on screening tools and an example are found here: [Additional Search Resources and Template Letters - Office for Institutional Equity and Compliance - Missouri State University](#)

Applicant Tracking System (ATS) Instructions

The ATS is used to collect and provide information about the status of searches conducted.

1. The unit leader must be trained by HR in use of ATS. It is recommended that search committee chair also attend a training. The unit leader should appoint a search administrative assistant to create the posting in the ATS. The posting should be created in collaboration with the unit leader and search committee chair. A recruiting plan, ad copy, and approved search committee membership will be needed. Opt to “follow the search” when creating it in the ATS so you will receive notifications of approval status.
2. The posting is forwarded to Equity and Compliance and HR through the ATS. Approval progresses as follows: Department User → Department Approver → Equity and Compliance → Dean/Division Approver → Executive Approver (Provost) → HR (multiple approvers in HR) → Financial Services. Because there are many approvers, please plan accordingly to provide ample time for all steps to occur. If your posting sits in the queue of an approver for more than 3 business days, communicate with the approver to assure that the approver is aware that it is awaiting their attention. You can follow the progression of the approvals in the history tab of the posting.
3. After the Provost approves the search in the ATS:
 - a. Faculty and staff have access to ATS through MyMissouriState.
 - b. The Vacancy Announcement is posted (usually by search administrative assistant) to sites determined in the Advertising Plan outlined in the ATS by the Unit Leader or Search Chair and approved by Equity and Compliance. Retain documentation of postings in search records. Be sure to post announcements ASAP after search has been approved.

In summary:



During A Search

The following procedures will be used after the “closing/first date of consideration” date.

The search committee chair or administrative support for the committee will monitor applications in the ATS.

Hiring Resources/Templates:

There are many hiring resources available to search committees, including screening tools, reference check templates, interview questionnaire guides, interview evaluation guides, and candidate assessment forms. These resources can be found at [Hiring Resources - Office for Institutional Equity and Compliance - Missouri State University](#).

Internet Searches:

Per University policy, conducting an internet research on applicants for employment by entering their names in search engines such as Google or Bing is not permissible until after applicants have been selected for a phone interview. The search should only be done to obtain job related information. For related guidelines and restrictions, please see section 5.9: Use of the Internet and Social Media in the Screening and Selection of University Employees” in the Recruiting a Diverse Workforce Policy.

Conflict of Interest:

PRIOR to screening applicants, search committee members will review the applicant list and identify candidates for whom they may have a conflict of interest. If a conflict of interest is identified, the affected search committee member must immediately inform the search committee chair and hiring authority. Committee members with a conflict of interest should consider resigning from the search committee service. If there is doubt about conflict of interest, the search committee member should consult with the unit leader and Dean for guidance.

A conflict of interest is a situation when one has competing professional or personal interests. Such competing interests, while not necessarily unethical, illegal, or improper, can make it difficult for a search committee member to impartially fulfill his or her duties. Nepotism is when one shows favoritism toward relatives and friends, based upon that relationship, rather

than on an objective evaluation of ability, merit, or suitability. Ideally individuals with prior service as a mentor or close collaborator of a candidate should not serve on a search committee. If such a situation occurs, the search committee member must immediately discuss the situation with the unit leader who, in consultation with the Associate Dean and/or Dean, will determine an appropriate course of action. Candidates should not be advantaged or disadvantaged due to conflict of interest among search committee members.

Examples of conflict of interest:

- Committee member is a potential candidate
- Committee member provides a letter of reference for a candidate
- Committee member is a relative or close associate of a candidate
- Committee member has a financial interest/stake in a candidate
- Committee member discriminates based on race, color, national origin, ancestry, marital status, pregnancy, medical condition, disability, gender, age, creed, religion, sexual orientation, veteran status, or political affiliation

Selection of Applicant Pool:

The search committee will review the applicant pool and select candidates they wish to interview, based on the pre-approved screening tool. CNAS recommends the following based on your pre-approved screening tool –

First Screening – Candidates who meet the minimum qualifications and candidates who do not meet with minimum qualifications.

Second Screening – Candidates who meet the minimum qualifications. Top 10-15 candidates, next 10 candidates, next 20 candidates. The exact numbers may be based on total applications but if the pool is small there needs to be a conversation with the department approver and dean.

Share “bucket” lists with department head for review and then with dean for approval before submitting to ATS for approvals.

Prior to contacting applicants, the pool must be reviewed, coded, and forwarded through the ATS for approvals. As noted in section 7.1 of the Recruiting a Diverse Workforce Policy, the Department Approver, Dean/Division Approver, and Executive Approver must review the applicant pool and the justifications provided in support of the candidate rankings and interview recommendations. Review will consider the depth and breadth of the candidate pool, the diversity of the candidate pool, and any other job-related information to determine whether interviews shall be approved. Interviews cannot be conducted (including telephone, in-person interviews at professional conferences, videoconference, or on-campus) until reviewed and approved by the Department Approver, Dean/Division Approver, Executive Approver, and the Office for Institutional Equity and Compliance.

Upon pool approval at **all** levels, the search chair may contact applicants to schedule phone interviews.

Phone Screening/Campus Interview:

See appendix II for allowed expenses for searches.

Search committee members should create phone interview and campus interview questions. The phone interview is an opportunity to narrow the pool to candidates that will be invited to come to campus. Review appropriate and inappropriate questions at <https://www.missouristate.edu/Equity/appropriate-and-inappropriate-questions.htm>. After the phone screen – recommendations for on-campus interviews along with justification must be submitted to the department approver (head) and dean. All written notes from committee members based on interview questions and follow-up questions must be part of the permanent record for the search. Following a time of consultation and then approval, applicants must be coded in the ATS. Pool approval for the campus interviews must be requested through ATS. (See step 8 below).

Sample candidate interview questions, and guidelines for the interview process are found here [Interview Guidelines and Sample Questions](#) and available from the dean's office.

During the phone interview **AT LEAST** two (2) members of the search committee (preferably all members) should be present. In addition, it is appropriate to record the interview for search committee members not in attendance. However, permission to record the interview must be requested from and given by the interviewee. The search committee should take notes on the interview and retain the notes in the search documentation file.

If you have international candidates, please contact International Services and refer to their website for more information regarding Immigration policy <https://international.missouristate.edu/Services/immigrationforfacultyandstaff.htm>.

Committee Recommendation for On Campus Interview:

After the phone screen – recommendations from the search committee for on-campus interviews along with justification must be submitted to the department approver (head) and dean.

If the department approver/unit leader/dean does not agree with the selections made by the search committee, he/she will schedule a meeting with the search committee to resolve differences. After approvals are secured for campus interviews (at all levels in the ATS), the search chair may contact the candidates to set up interviews.

Reference Checks:

Reference checks may be conducted pre or post interview, at the discretion of the unit leader and Dean. Sample reference interview questions are found in the Hiring Resources link provided at the beginning of this section. In addition to references listed by the candidate, it is recommended that the search committee check at least one “off list” reference. Remember to take notes on reference checks and retain them in the search documentation.

Interview Arrangements:

The search chair/committee or search administrative assistant arranges for the candidates to come to MSU for an interview. Candidates should be advised in advance of any reimbursable expenses that might occur during their travel and should sign a travel expense report prior to the end of their interview. Prior to arranging travel, search committee chairs and committees should review CNAS policy for allowable expense caps - -Appendix II. If amounts above caps are needed, preapproval must be requested in writing from the Dean, via the unit leader. The Dean's Office will reimburse units for search expenses as follows:

Interview Itinerary:

Arrange the interview itinerary for the days the candidates will be on campus using the following guidelines. Please contact the Dean and other upper administrators prior to booking airfare to assure their availability for selected dates. Also, remember that the interview continues during meal times, so be strategic in selecting hosts to attend meals with the candidates.

- a. The interview process for all candidates must be as similar as possible.
- b. Schedule a meeting for each candidate to meet with the Dean. The Dean's meeting with the candidate should be the last one on the schedule prior to the exit interview, when possible. If the Dean is unavailable, the Associate Dean will meet the candidate.
- c. Schedule an interview with the search committee.
- d. Schedule a meeting for each candidate to meet with the department head.
- e. Schedule a time for the candidates to teach a course/class related to the position. Provide instructions to the candidate on the teaching level you desire (i.e., UG content, grad content, etc.).
- f. Schedule a time for a research presentation. Provide candidate with guidance on who will be in the audience (i.e., faculty, staff, students).
- g. Schedule a time for the candidates to meet with the appropriate faculty, staff, and students. These should be group meetings – not one-on-one meetings.
- h. For tenure track positions, schedule a time for the candidates to meet with a representative from the Graduate College and the Provost Office. To schedule these interviews, contact the relevant executive assistant to assure availability of the Graduate Dean/Graduate Associate Dean and Provost/Associate Provost.
- i. Schedule a facility tour, and if time allows, a campus tour.
- j. Candidates may also meet with personnel in the Office of Sponsored Programs or Human Resources if time allows.
- k. Ask in advance if there are any local resources that the candidate would like you to connect them to. If requests are made, be sure to accommodate. This might include a realty tour of Springfield.

Helpful Reminders

1. **It is important that candidates be picked up and welcomed to Springfield/Missouri State when they arrive at the airport.** Returning them by shuttle is fine, if necessary.
2. Search committee members need to be cautious regarding conversations involving salary, rank, tenure status, etc. For example, if a position is advertised as assistant professor, that is how it will be filled. Conversations should not involve speculation on such matters; if candidates inquire, they should be referred to the unit leader and/or Dean.
3. **Avoid asking personal questions. If candidates share personal information, steer the conversation away from that information. If candidates ask questions that would reveal protected information about themselves, steer them away from that as well.**

Preparing the Terms of an Offer

After the search committee determines the strengths and weaknesses of each candidate, the unit leader must discuss this information with the Dean. After discussion with the Dean, if there are no concerns with the applicant selection, the unit leader or search chair must code the selected applicant as “hired” and enter a justification. This will then trigger the ability to do a hiring proposal within the Applicant Tracking System. Prior to completion of the hiring proposal in the ATS, the unit leader must submit the [Elements of An Offer](#) for to the Dean for approval. Upon approval, the hiring proposal can be completed in the ATS. An official offer cannot be made to the candidate until the hiring proposal is approved at all levels.

In close consultation with the Dean, the unit leader should consider the most appropriate approach to each of the following considerations:

1. Salary – Salaries for all positions have been approved by the Provost in advance of initiating the search. If negotiation outside the approved range is requested during discussion of an offer, candidates should be aware that this will require the Provost’s approval.
2. Computer allowance – A new or recently acquired computer along with some software is typically provided. If a non-standard computer is requested/required for a position, the amount is negotiated in consultation with the Dean, unit leader, College IT team, and candidate.
3. Course reassignment.
4. Relocation reimbursement – Costs associated with relocating a new MSU employee will be funded by the department/unit or as part of the start-up package. Any amounts anticipated to exceed \$2,000 will require pre-approval by the Dean. All moving expense

reimbursements shall be clearly stated in an addendum to the employment letter. The employment letter is generated by the Provost Office. The addendum is generated by the unit leader, in consultation with the Associate Dean, and based on the approved Elements of an Offer form. For instructions regarding moving expense documentation and reimbursement, contact the Dean's Office. For greater detail on moving expenses, see https://www.missouristate.edu/policy/Op8_22_3_ExpenseAllowances.htm. Candidates should be aware that reimbursed amounts may be reported on their W-2 form. Relocation expenses do not include purchase of furniture or any other household needs upon arrival.

5. Start-up – Start-up packages are provided for all tenure-track/tenured faculty hires and may include equipment, material, supplies, travel/professional development funds. The time frame for expenditure of start-up funds is usually three years and must be specified as part of the offer. Start-up packages must be approved by the Dean.
6. Summer class – While summer employment for 9-month faculty cannot be guaranteed or included in the formal offer, the unit's intention to offer a summer teaching assignment dependent on instructional needs, course demands, and fiscal constraints, can be discussed when appropriate.
7. Summer Fellowship – All new tenure track faculty may be offered a summer fellowship funded by CNAS for their first summer on campus. A one-page plan must be submitted to the department head and dean by March 15 (prior to the summer) and a 1-2 page summary must be submitted to the department head by October 15 (following the summer fellowship).

NOTE: Course reassignment, start-up, and relocation reimbursement are generally not appropriate for contract-renewable faculty hires. If relocation reimbursement is requested, the Dean must approve.

Contacting the Finalist with a Proposed Offer

After the unit leader consults with the Dean concerning the proposed **Elements of an Offer** (see appendix III) and the Dean approves the offer the unit leader should contact the candidate to make a verbal offer. It is appropriate to let them know you are completing a hiring proposal, so you can gauge their level of interest and likelihood of accepting the offer. Once the department head and candidate have agreed on a starting salary and start up package verbally then the hiring proposal is submitted to ATS. At the same time the department head should draft the addendum letter so that it can be reviewed by the dean.

Upon approval of the hiring proposal, the Provost Office will generate an employment offer, which will be emailed to the candidate. The candidate must sign the employment offer if

they wish to accept it and return it. The addendum letter is sent out at the same time by the department head.

If the candidate withdraws or does not accept the terms or the offer, the hiring authority must discuss the terms of an offer for a second or subsequent candidate with the Dean. The applicant pool will need to be reconsidered and resubmitted for approval in the ATS.

Closing a Search

After you have signed commitment from the person you wish to hire, the information described below is sent to the Dean's Office. HR will require copies of reference checks.

The candidate should be notified by the hiring authority that original transcripts are required to be sent to HR within one month of hire.

Completed by Search Committee Chair – send the following information to the department head. Department head should be prepared to share this with the Dean, upon request.

1. Published recruitment ads – both print and electronic.
2. Selection criteria used and screening criteria notes for all applicants from each search committee member.
3. Completed interview questions and notes of answers from each search committee member or interviewer. Include both phone and in-person interview questions.
4. Sound evidence why the background/qualifications all candidates to indicate reasons for “bucket” placement. This information is gathered through interview questions, committee minutes, and completed rating scores/sheets. It is presented to the department approver and dean for each step of the approval process.
5. Sound evidence that the person selected has the background, training and potential based on all available evidence that promises a performance superior to all other applicants.

Please Note: Timely notification to the unsuccessful applicants is essential. Candidates will receive a notification from HR when the search closes, but particularly for those interviewed (including during the phone screening process), communication from the search chair is warranted.

Adjunct/Per Course Faculty

When hiring adjunct/per course faculty, individuals can only be considered if their applications have been submitted to the Applicant Tracking System for the academic unit. HR sends out guidelines via email for the posting process.

Please note:

- If a Per Course Faculty member is teaching in the current semester, and they will be teaching again in the subsequent Spring semester, they do not have to reapply into the Spring ATS Per Course posting. A BearPAF will need to be completed.
- If a Per Course Faculty member taught in the previous semester, but did not teach in the immediately following semester, they will have to reapply into the ATS the next time the unit wishes to hire them. This constitutes a break-in-service, so the Per Course Faculty member will have to reapply into the posting, have a background check conducted, and complete the Form I-9, W-4 forms, and direct deposit form again. A BearPAF will need to be completed.

Appendix I: Sample Ad Copy

Missouri State University

Department of XYZ

Position Title: Assistant Professor, Tenure Track

Background

The faculty of the School of XYZ at Missouri State University are searching for a colleague to join our vibrant and collegial academic unit. The position is for a tenure track, nine-month appointment at the Assistant Professor rank. MSU has a Public Affairs Mission and is committed to the pillars of Cultural Competence, Ethical Leadership and Community Engagement. We currently enroll more than 24,000 students (approximately 20,000 undergraduates and 4,000 graduate students) on our Springfield campus. The School of XYZ has XX full time faculty members, YY+ graduate students (enrolled in BS and MS programs), and approximately ZZZ undergraduate majors with a student population that is 23.5% Latinx, 6% Black, 55% White, and 6% multiracial. The ideal candidate will share MSU's commitment to our diverse student population.

Responsibilities

We seek a candidate who can demonstrate a commitment to inclusive teaching practices and expertise in [make sure this coincides with what you put in the ATS and your selection criteria]. The successful candidate will be knowledgeable about the use of student focused pedagogy in the classroom in order to engage students in the learning process and will join a unit that is dedicated to providing students with access to high impact practices aimed at increasing student retention, persistence, and success. Responsibilities include independent research leading to peer-reviewed discipline-related publications and potential for external funding commensurate with a Master's level institution and supervision of students' research/thesis/projects. Responsibilities include teaching both undergraduate and graduate students, advising and supporting graduate students in our online (as appropriate) Master's in XYZ program, and service to the school, college, university, and community.

Qualifications:

- Doctorate (Ph.D. or equivalent) in XYZ or closely related field
- Potential for or evidence of innovative, learner-centered pedagogy
- Ability to teach courses in the xyz
- The ability or potential to mentor and support our student population
- The ability to develop knowledge of, respect for, and skills to engage with those of other cultures or backgrounds is required.

Salary and Benefits:

Salary and rank is commensurate with qualifications and experience. Benefits available include health, vision, life, and dental insurance, as well as a selection of several defined contribution retirement programs. Dependents and spouses of full time MSU employees are entitled to tuition waivers for dependents, up to 15 credits/year. The position is a nine-month appointment.

Requested Start Date:

August XX, 2022

Application Materials, Contact, and Application Deadline:

Screening of applications will begin on **xxxxxx** and will continue until the position is filled. Interested individuals should apply online at <https://jobs.missouristate.edu/>. Application documents to be submitted online are:

1. A letter of application/cover letter,
2. A *curriculum vitae*,
3. The names and contact information of at least three references,
4. Unofficial or official copies of all undergraduate and graduate school transcripts,
5. A statement of teaching philosophy,
6. A statement of research agenda,
7. [other documents you may need – license or certification?],
8. Diversity statement that discussed past or future contributions to inclusive excellence in the areas of research, teaching, and/or outreach.

Graduate transcripts will be required at the time of hire.

Location and Environment:

The XYZ Department is housed in the College of Natural and Applied Sciences, which develops global citizen scholars who are prepared to increase understanding of the natural world and applied sciences within society and to be productive and successful in their careers. Our college provides state-of-the-art facilities and equipment supporting the departments and programs <https://science.missouristate.edu>

Missouri State University is a selective-admissions, multi-campus metropolitan university system that celebrated 100 years of excellence in teaching, research, and service. Guided by a mission in public affairs, we move forward in providing leadership education for the 21st century. As the second largest university in the state, Missouri State University is home to more than 26,000 students. The University offers 102 undergraduate programs, 61 Master's, and 7 Doctoral programs within their seven academic colleges and one Graduate College. The University is strongly committed to faculty development through internal grants programs, summer fellowships, sabbaticals, and the availability of an Faculty Center for Teaching and Learning. Missouri State University holds honors from noteworthy publications including Forbes magazine, The Princeton Review and U.S. News & World Report <https://www.missouristate.edu/about/>.

The main campus of Missouri State University is located in the city of Springfield, known as the gateway to the beautiful Ozarks. The city of Springfield has many attractions while still maintaining the feel of a safe community with a strong family focus. The city has been rated by Employment Review as one of the "Top Ten of America's Best Places to Live and Work". As a vibrant metropolitan area of 450,000 people, Springfield offers advantages in the areas of low cost of living, superior health care access, excellent public schools, and a wide range of entertainment, recreational, and cultural opportunities. <https://www.liveinspringfieldmo.com/> <https://www.missouristate.edu/about/springfield-ozarks.htm>

Additional Information:

- See <http://jobs.missouristate.edu/postings/abcdef> for full description of position and to apply online. Missouri State University is an equal opportunity/affirmative action/minority/female/veterans/disability/sexual orientation/gender identity employer and institution. We encourage applications from all interested minorities, females, veterans, individuals with disabilities, and sexual orientation/gender identity.

Employment will require a completed criminal background check at University expense.

Questions may be directed to Dr. Search Chair, Search Chair at emailaddress@missouristate.edu; Phone: 417-836-1234.

Appendix II

CANDIDATE EXPENSES FOR FACULTY SEARCHES

Expenses for a maximum of two (2) candidates will be reimbursed by the college, with maximum \$ amounts detailed below.

All candidate expenses are to be paid by the individual departments then copies of all expenses with paperwork showing they have been paid are to be submitted to the CNAS Budget Officer for reimbursement. All requests for reimbursement from CNAS must be made within 30 days of receiving the signed hiring letter. *Submit all paperwork at one time along with a cover memo itemizing expenses to be reimbursed.*

ADVERTISING: Maximum amount paid by the college \$1,000. The remainder must be paid by the department.

TRANSPORTATION: Actual cost up to \$800.00. Anything above that must be pre-approved by the Dean. Department must submit a copy of completed payment request with a copy of electronic receipt from travel agency to be reimbursed.

LODGING: Prefer use of a hotel that will direct bill the University (but not required). Interview stays are limited to two nights. If staying an additional day will substantially reduce the airfare, the cost savings is encouraged, but should be approved in advance. Bill to include room charges only (no personal calls, etc...) unless otherwise approved in advance. Copy of payment request along with a copy of the hotel bill is required for reimbursement.

MEALS: The amounts listed below include tips and taxes. Names of persons attending the meal are to be written on the receipt (as well as on the travel expense form). See Op8_22_3 (link below). Meals for spouses of University employees are excluded, as is reimbursement for alcoholic beverages. Candidates should be accompanied by at least two departmental members per meal. A copy of the travel expense form and all receipts are required for reimbursement. All other options must be preapproved by the Dean

Breakfast:	Candidate + 3 @ \$12.00 per person - \$48.00 per day maximum
Lunch:	Candidate + 3 @ \$15.00 per person - \$60.00 per day maximum
Dinner:	Candidate + 3 @ \$30.00 per person - \$120.00 per day maximum
EXCEPTION:	Candidate + departmental students (pizza lunch <\$50).

MOVING ALLOWANCE: Must be approved by the Dean.

CANDIDATE TRAVEL AND MOVING EXPENSE REIMBURSEMENT: In the event that moving expenses are reimbursed, the taxable amount reimbursed is reported on the employee's W-2 form. Travel expenses for a candidate's partner can be reimbursed using Foundation funds at the discretion of the department seeking to hire a candidate. In the event the candidate is hired, the amount reimbursed for the partner's travel is reported on the

employee's W-2 form. The Travel Expense Report should clearly indicate that reimbursable expenses are for candidates by writing "Candidate Travel" on the expense report.

SEE: http://www.missouristate.edu/policy/Op8_22_3_ExpenseAllowances.htm
http://www.missouristate.edu/policy/Op8_22_6_TravelReimbursement.htm
http://www.missouristate.edu/policy/Op3_12_6_EmployeeExpenseReporting.htm

Appendix III: Elements of an Offer

Recommendation for the Terms of Employment for a Full-time Faculty Member, College of Natural and Applied Sciences

Posting #:

Position #:

Academic Rank:

IMPORTANT: The candidate is legally authorized to work in the United States: YES NO

The candidate has in hand all degrees listed as required qualifications of the position: YES NO

Date position accepted with outlined parameters:

Recommendation	Element	Notes
\$	Salary	
	Position start date	
	Tenure status - tenure status (term, TT, tenure-eligible) - years of credit for rank +/- tenure, if applicable	
	Start-up package (if applicable)	
	Computer -standard computer	A computer will be provided in accordance with College policy. <i>The expense of additional peripheral components, increased capability CPUs and specialized software should be negotiated as part of the equipment portion of the start-up package.</i>
	Relocation reimbursement - Relocating from:	Maximum is typically \$2500.
	Modified teaching load assignment during probationary period, if applicable.	Reassignments are to be determined in consultation with the department head and dean
	Summer teaching opportunities (for 9 month hires).	We cannot guarantee summer teaching employment, which depends on instructional needs, course demand, and fiscal constraints.
	9. Deadline for the candidate's response	One-week absent discussion with and approval of dean

