Introduction

Equal opportunity shall be afforded within Texas A&M University-Corpus Christi to all employees and applicants for employment regardless of race, color, sex, religion, national origin, age, disability, or status as special disabled veterans or qualified veterans of the Vietnam era. This policy applies to advertising, recruitment, employment, compensation, promotion, transfer, termination, selection for training, and all other terms, privileges, and conditions of employment.

Discrimination is prohibited on the basis of race, color, religion, gender, national origin, citizenship, sexual orientation, age, disability, or special disabled/Vietnam era veteran status.

TAMU-CC is committed to taking affirmative action in increasing opportunities at all levels of employment and increasing participation in programs and activities by faculty, staff, and students.

This guide was developed for Search Committee Members and staff to establish the procedures when conducting a search process.
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Department Head

The Department Head is responsible for appointing the Search Committee Chair and for monitoring the search committee process, taking corrective measures when needed. When presented with the final slate of candidates, the Department Head will review resumes, conduct further interviews, and study the recommendations carefully, being mindful of the university’s goal to diversify the faculty and staff.
Search Committee Chair

When a position becomes open in a department, the Search Committee Chair is usually appointed by the Department Head. The Chair is responsible for providing leadership to Search Committee Members and managing the process so that it is efficient and effective. The Chair ensures that the process follows EEO/AA principles and is consistent with the institution's selection committee. The size of the committee will probably vary depending on the position. The higher the position is placed in an organization, the larger the committee is likely to be.
Search Committee Members

The Search Committee Members are responsible for committing the time necessary to study candidate files, fully participate in all committee activities, and meet established deadlines for the process. Each member will make a commitment to fully understand and follow EEO/AA principles.
Equal Opportunity and Employee Relations Director

The Equal Opportunity and Employee Relations Director is critical in advising and counseling the Search Committee Chair, the Search Committee Members, and employing Department Head as they plan and proceed through the search process. The Equal Opportunity and Employee Relations Director, with the assistance of the President and other executive officers, can set the tone and provide leadership and inspiration to establish an institutional climate that embraces diversity. The Equal Opportunity and Employee Relations Director will participate in the first meeting of the Search Committee.
THE
SEARCH PROCESS
Position Specifications

Specifications for administrative positions are prepared that provide full detail of the position, including a description of the university. It is important that all required employment criteria be clearly defined in the position specification. The criteria must be directly related to the job to be performed and essential duties related to the position. Accommodations, according to the American With Disabilities Act (ADA), will be made.

Advertisement

The advertisement is normally an abbreviated version of the position specification. The advertisement should contain other information including: starting date, closing date, salary (may say "commensurate with qualifications and experience"), contact person, duties, and responsibilities. It should also include a statement such as the following:

\textit{Texas A&M University is an Equal Opportunity Employer and specifically invites and encourages applications from women and minorities.}

Before a position can be advertised, a copy of the advertisement and position specification must be approved by the EEO/AA Officer. Upon approval, the Department Chair will submit the advertisement and forward copies of the advertisement/position specification to the Colleges listed on the College Advertisement Labels. A statement inviting diverse and under-represented groups to apply or be nominated encourages a diverse applicant pool.
Confirmation Letters

Upon receipt of applications, confirmation letters are usually sent to applicants. The Applicant Information Survey Card must accompany the confirmation letters. These cards are for record keeping purposes and in order to respond to federal and state reporting requirements. These cards are pre-addressed to the EEO/AA Office.

Reference Checking

Off-list reference checking is not advisable without the candidates permission. It is important that telephone interviews be consistently conducted and reported. After the Search Committee determines that all references are allowable for reference checking, the candidate should be notified. At this point, the applicant may not wish to continue in the search process. Some candidates may want to withdrawal verbally at this time, others may provide a written request for withdrawal.

After the reference interviews, the pool is generally narrowed. Further telephone interviewing may occur later in the process. Telephone interviews may be taped if permission is obtained beforehand.

Final Candidates

Relative strengths and weaknesses of the final candidates should be carefully discussed. Unranked candidate descriptions should be presented to the Department Head.
Appointment Letters

Appointment letters are sent through the Provost's Office and copies are sent to the EEO/AA Office for record keeping purposes.

Record Retention

Once an applicant has been hired for a position, an Applicant Pool Record must be completed. Every applicant for the position must be included on the form. The signed original will be forwarded to the EEO/AA Office for record keeping purposes. The sections indicated below must be completed by the Search Committee.

The top section of the form is completed in full.

The name, sex, and reason for hire or non-hire sections are completed in full.

All forms must be signed upon completion.

All documents that relate to a position will then be placed in a box and forwarded to the EEO/AA Office. The maintenance of the completed documentation is the responsibility of the EEO/AA Office.
<table>
<thead>
<tr>
<th>Institution Name</th>
<th>Address Details</th>
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<tbody>
<tr>
<td>Texas Higher Education Coord. Board</td>
<td>P.O. Box 12788, Capitol Station, Austin, TX 78711-1278</td>
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<tr>
<td>Women and Minorities Vita Bank</td>
<td>Marshall University, 400 Hal Greer Blvd., Huntington, WV 25755-2000</td>
</tr>
<tr>
<td>American Association of State Colleges and Universities</td>
<td>One Dupont Circle, Suite 700, Washington, DC 20036-1192</td>
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<tr>
<td>Committee on Institutional Cooperation (CIC)</td>
<td>302 E. John St., Suite 1705, Champaign, IL 61820</td>
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<tr>
<td>University of Georgia Vita Bank</td>
<td>3 Peabody Hall, Athens, GA 30602</td>
</tr>
<tr>
<td>Minority Faculty Registry</td>
<td>Southwestern University, Georgetown, TX 78626</td>
</tr>
<tr>
<td>HEGIS-Higher Education Director</td>
<td>Higher Education Publications, Inc., 6400 Arlington Blvd., Suite 648, Falls Church, VA 22042</td>
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<tr>
<td>The College of William and Mary</td>
<td>Instructional and Administrative Vita Bank, Affirmative Action and Equal Opportunity, Williamsburg, VA 23185</td>
</tr>
<tr>
<td>Albany State College</td>
<td>504 College Drive, Albany, GA 31705</td>
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<tr>
<td>Allen University</td>
<td>1530 Harden St., Columbia, SC 29204</td>
</tr>
<tr>
<td>Morris Brown</td>
<td>643 Martin L King Dr., NW, Atlanta, GA 30314</td>
</tr>
<tr>
<td>Southern University &amp; Agricultural &amp; Mechanical College at Baton Rouge</td>
<td>Baton Rouge, LA 70813</td>
</tr>
<tr>
<td>Benedict College</td>
<td>Harden &amp; Blanding Streets, Columbia, SC 29204</td>
</tr>
<tr>
<td>Bennett College</td>
<td>900 East Washington St., Greensboro, NC 27401-3239</td>
</tr>
<tr>
<td>Bethune-Cookman College</td>
<td>640 Second Ave., Daytona Beach, FL 32115</td>
</tr>
<tr>
<td>North Carolina Agricultural &amp; Technical State University</td>
<td>1601 East Market St., Greensboro, NC 27411</td>
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<td>South Carolina State College</td>
<td>Orangeburg, SC 29117</td>
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<td>Central State University</td>
<td>Wilberforce, OH 45384</td>
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<td>Claffin College</td>
<td>College Ave. NE, Orangeburg, SC 29115</td>
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<td>Clark Atlanta University</td>
<td>223 James P. Brawley SW, Atlanta, GA 30314</td>
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<td>University of the District of Columbia</td>
<td>4200 Connecticut Ave. NW, Washington, DC 20008</td>
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<td>Delaware State College</td>
<td>Dover, DE 19901</td>
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<td>Dillard University</td>
<td>7290 Exchange Place, Baton Rouge, LA 70806</td>
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<td>Edward Waters College</td>
<td>1658 Kings Road, Jacksonville, FL 32209</td>
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<td>Mississippi Valley State University</td>
<td>Itta Bena, MS 38941</td>
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<td>Fisk University</td>
<td>17th Ave. North, Nashville, TN 37208-3051</td>
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<tr>
<td>Florida Agricultural &amp; Mechanical University</td>
<td>Tallahassee, FL 32307</td>
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<tr>
<td>Fort Valley State College</td>
<td>1005 State College Drive, Fort Valley, CA 92020-2208</td>
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<tr>
<td>Jackson State University</td>
<td>1440 J R Lynch St., Jackson, MS 30212</td>
</tr>
<tr>
<td>University of Ark at Pine Bluff</td>
<td>Pine Bluff, Arkansas 71601</td>
</tr>
</tbody>
</table>
Committee on Institutional Cooperation
302 East John Street, Suite 1705
Champaign, Illinois 61820

American College Personnel Association
5999 Stevenson Avenue
Alexandria, VA 22304

Association for Asian Studies
The University of Michigan
One Lane Hall
Ann Arbor, MI 48109

Association of Black Administrators
Massachusetts Institute of Technology
77 Massachusetts Ave., Room 10-211
Cambridge, MA 02139

Dallas Black Chamber of Commerce
2838 Martin Luther King Blvd.
Dallas, TX 75215

Equal Opportunity - CWC
P. O. Box 202
Centerport, NY 11721

Dallas Hispanic Chamber of Commerce
4622 Mape Avenue, Suite 207
Dallas, TX 75219-1001

Fort Worth Black Chamber of Commerce
3607 E. Rosedale
Fort Worth, TX 76105

AA/EEO Register
8356 Olive Blvd.
St. Louis, MO 63132

Black Issues in Higher Education
10520 Warwick Avenue, Suite B-8
Fairfax, VA 22030-3108

El Noticiario De Tache
P. O. Box 140464
Austin, TX 78714

Hispanic Link News Services, Inc.
1420 N. Street NW
Washington, DC 20005

LaRed/The Net: The Hispanic Journal of Education, Commentary, & Reviews
16161 Ventura Blvd., Suite 830
Encino, CA 91436-2504

The National Hispanic Reporter
P. O. Box 44082
Washington, DC 20026

Spokeswoman
120 Cabrini Boulevard
New York, NY 10033

The Chronicle of Higher Education Bulletin Board
1255 23rd Street, N.W.
Washington, D.C. 20037

Baylor College of Dentistry
Human Resources
P. O. Box 660677
Dallas, Texas 75266-0677

Prairie View A&M University
Human Resources
P. O. Box 2152
Prairie View, Texas 77446

Tarleton State University
Human Resources
Stephenville, Texas 76402

Texas A&M International University
Human Resources
5201 University Blvd.
Laredo, Texas 78041

Texas A&M University
Human Resources
College Station, Texas 77843

Texas A&M University - Commerce
Human Resources
Commerce, Texas 75429

Texas A&M University - Galveston
Human Resources
P. O. Box 1675
Galveston, Texas 77553

Texas A&M University - Kingsville
Human Resources
Kingsville, Texas 78363

Texas A&M University - Texarkana
Human Resources
P. O. Box 5518
Texarkana, Texas 75505-0518

West Texas A&M University
Human Resources
WT Box 997
Canyon, Texas 79016

Texas Engineering Extension Servic
Human Resources
301 Tarrow Street
College Station, Texas 77843

Alvin Community College
Human Resources
3110 Mustang Road
Alvin, Texas 77511-4898

College of the Mainland
Human Resources
1200 Amburn Drive
Texas City, Texas 77591

Del Mar College
Human Resources
Baldwin at Ayers
Corpus Christi, Texas 78408
Amarillo College
Human Resources
P. O. Box 447
Amarillo, Texas 79178-0001

San Antonio College
Human Resources
1300 San Pedro
San Antonio, Texas 78284

University of Texas at El Paso
Human Resources
El Paso, Texas 79968-0507

Maricopa Community College
Human Resources
2411 W. 14th St., Room 226A
Temple, AZ 85281

Lamar University
Human Resources
P. O. Box 11127
Beaumont, Texas 77710

Lee College
Human Resources
511 S. Whiting Street
Baytown, Texas 77520-4796

North Illinois University
Human Resources
DeKalb, Illinois 60115

University of Central Texas
Human Resources
P. O. Box 1416
Killeen, Texas 76540

Paris Junior College
Human Resources
2400 Clarksville Street
Paris, Texas 75460-6298

Tyler Junior College
Human Resources
P. O. Box 9020
Tyler, Texas 75711

Southwest Texas Junior College
Human Resources
2401 Garner Field Road
Uvalde, Texas 78801
Equal Opportunity and Employee Relations Office
6300 Ocean Drive, Corpus Christi, Texas 78412   361-825-5826

Applicant Information Survey

Federal, state, and Texas A&M System guidelines require that we maintain a summary of the affirmative action status of all applicants for employment. To assist us in this regard, we ask that you complete and return this form to the EO/ER Office, 6300 Ocean Drive, Corpus Christi, Texas 78412.

Submission of the requested information is completely VOLUNTARY on your part and will have NO bearing on your employment opportunities at Texas A&M University-Corpus Christi. Thank you in advance for your cooperation and response in this manner.

Name_________________________________________Date__________________

Sex:  ☐ Male  ☐ Female

Position for which you are applying:_____________________________________

College/Department:____________________________________________________

Racial/Ethnic Background:
  ☐ Hispanic  ☐ Native American or Alaskan Native
  ☐ Asian or Pacific Islander  ☐ Caucasian/White, not of Hispanic Origin
  ☐ African American/Black, not of Hispanic Origin

Right to work in the United States  ☐ Yes  ☐ No

How did you learn of this position opening?
  ☐ Advertisement (indicate)______________________________________________
  ☐ Position Announcement (location)_______________________________________
  ☐ Other (indicate)______________________________________________________
This form is to be completed for all academic faculty positions (excluding adjunct faculty). Indicate specific affirmative efforts made to consider minority group members, women, disabled individuals, disabled veterans, and Vietnam Era veterans for the position. Indicate why the successful candidate was selected. Also indicate why the other candidates were not successful. Please return the completed form to the EEO/AA Office. If you have any questions, please call extension 2765 or 5826.

**Department:**

**Position:**

<table>
<thead>
<tr>
<th></th>
<th>Professor</th>
<th>Assistant Professor</th>
<th>Associate Professor</th>
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<td>Full-Time</td>
<td>Part-Time</td>
<td>Temporary</td>
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**Academic Year:** Fiscal Year 19______ through 19______

**Appointment Period:**

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<th>9 months</th>
<th>10.5 months</th>
<th>4.5 months</th>
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**Search Committee Members:**

**Selection Process and Recruitment Procedures:**

**Sources:** (Attach copies of advertisements)

**List all candidates and the reason for hire or non-hire.** (Use continuation pages if necessary)

<table>
<thead>
<tr>
<th>Name (Last Name First)</th>
<th>Sex</th>
<th>Ethnic Group*</th>
<th>Other**</th>
<th>Interviewed</th>
<th>Reason for hire or non-hire (Indicate *** if not qualified)</th>
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**Ethnic Group**

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**Search Committee Chair**

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<tr>
<th>Date</th>
<th>Department Chair/Director</th>
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EEO/AA Form: Applicant Pool Record  03/27/97
<table>
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<tr>
<th>Name (Last Name First)</th>
<th>Sex</th>
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<tr>
<td><strong>Ethnic Group</strong>*</td>
<td><strong>Other</strong> <strong>Area</strong>*</td>
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</tbody>
</table>

A - Asian Pacific Islander, N - American Indian-Alaskan Native
B - Black, W - White *(and all others)*
H - Hispanic, D - Disabled
DV - Disabled Veteran, V - Vietnam Era Veteran

1. Ph.D. not completed, 2. Lack of teaching experience
3. Teaching area too limited, 4. Wrong teaching area
5. Someone else more qualified, 6. Received too late
This form is to be completed for all professional positions (excluding adjunct faculty). Indicate specific affirmative efforts made to consider minority group members, women, disabled individuals, disabled veterans, and Vietnam Era veterans for the position. Indicate why the successful candidate was selected. Also indicate why the other candidates were not successful. Please return the completed form to the EEO/AA Office. If you have any questions, please call extension 2765 or 5826.

Starting Date: _____________  Starting Salary: ______________

### Search Committee Members:

### Selection Process and Recruitment Procedures:

<table>
<thead>
<tr>
<th>Name (Last Name First)</th>
<th>Sex</th>
<th>Ethnic Group*</th>
<th>Other**</th>
<th>Interviewed</th>
<th>Reason for hire or non-hire. (Indicate *** if not qualified)</th>
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<tbody>
<tr>
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<td>1. Does not have required degree</td>
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<td>2. Lacks number of years experience</td>
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<td>3. Experience too limited</td>
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</table>

### Ethnic Group*

- A - Asian Pacific Islander
- B - Black
- H - Hispanic
- N - American Indian-Alaskan Native
- W - White (and all others)
- D - Disabled
- DV - Disabled Veteran
- V - Vietnam Era Veteran

### Other **

### Area ***

**Search Committee Chair**  **Date**  **Department Chair/Director**  **Date**  **Vice President**  **Date**
### APPLICANT POOL RECORD

<table>
<thead>
<tr>
<th>Name (Last Name First)</th>
<th>Sex</th>
<th>Ethnic Group*</th>
<th>Other**</th>
<th>Interviewed</th>
<th>Reason for hire or non-hire (Indicate *** if not qualified)</th>
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</tbody>
</table>

#### Ethnic Group*

- A - Asian Pacific Islander
- B - Black
- H - Hispanic
- N - American Indian-Alaskan Native
- W - White (*and all others*)
- D - Disabled
- DV - Disabled Veteran
- V - Vietnam Era Veteran

#### Other **

1. Does not have required degree
2. Lacks number of years experience
3. Experience too limited
4. Skills do not match needs of position
5. Someone else more qualified
6. Received too late
Position: 

Applicants Name: 

1. **Has applicant submitted all requested material by due date?**
   
   - Cover letter addressing qualifications: Yes / No
   - Vita/Resume: Yes / No
   - At least three letters of reference: Yes / No
   - University transcript(s): Yes / No
   - Other: Yes / No
   - Other: Yes / No

2. **Does applicant meet the published minimum qualifications?**
   
   - Does the person hold the degree that was published? Yes / No
     
     **Note:** If the applicant does not hold the posted/published degree at the time this form is completed, the answer to this question is no.
   
   - Does the applicant have the minimum required experience? Yes / No
   
   - Does the applicant meet all of the published minimum requirements? Yes / No

If the answer to any of the above questions is no, the applicant is not qualified and should be eliminated at this step in the process.

List reason(s) for non-qualification:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Signature of individual completing this form: ________________________________
Search Committee Member  
Telephone Interview Evaluation Form

Position: 

Applicants Name: 

Rate each applicant on a scale according to each job-related question. Ask all candidates the same questions. Questions should be objective, related to the tasks and responsibilities in the job, and measurable. Take comprehensive notes to support the rating. Individual Committee Members need to list the questions.

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<th>QUESTIONS</th>
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TOTAL SCORE

Evaluator: 

Signature of Committee Member  Date
Search Committee Member
Telephone Interview Summary Form

Position: ____________________________________________________________

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Evaluator: ____________________________________________________________

Signature of Committee Member ________________________________________ Date  ___________________
# Search Committee Chair
## Telephone Interview Summary Form

**Position:** 

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Signature of Committee Member ___________ Date ___________

*Applicants with the highest total score should receive an interview.*
EXAMPLES
Texas A&M University - Corpus Christi  
Search Committee Guide

Search Committee  
Sample Telephone Interview Questions  
For Executive Positions

Introduction  
I am a member of the Search Committee for the position of _________________ at Texas A&M University - Corpus Christi. Ms/Mr. ______________ has applied for the position.

You have been suggested as someone who might help us assess Ms/Mr. ________’s experience and leadership skills as they relate to this important position. This position is responsible for ______________ at this University.

Before we discuss Ms/Mr. ________________, please let me be sure that I have your name and title correct.

Repeat the reference name and telephone number

1. In what position and for how long have you known Ms/Mr. ________________.

2. What do you believe are the strengths and weaknesses of her/his administrative and technical abilities?

3. This position has significant and complex responsibilities which call upon related experience and demonstrated abilities. Do you believe that she/he is well suited for this level of administrative responsibilities? Elaborate.

4. Do you have any reservations in your recommendations?

5. Has she/he demonstrated an ability to interact effectively with multiple and diverse constituencies; i.e., faculty, staff, business community, legislator, etc? Cite specific accomplishments?

6. How do you rate her/his verbal and written communication skills?

If Necessary, You May Ask

7. Are there any other issues or considerations that you believe would be important input for the Search Committee?

Closing: Thank you for your time and assistance.

COMMENTS/IMPRESSIONS:

Reference Checked by: ___________________________                        Search Committee Member                        Date
Texas A&M University - Corpus Christi
Search Committee Guide

Acknowledgment of Receipt of Application

Date

Ms. Jane Smith
Rt. 2, Box 345
Dallas, Texas 75682

Dear Ms. Smith:

Thank you for your interest in the position of ________________ at Texas A&M University - Corpus Christi. The Search Committee will begin review of applications on ____________. A review of your application materials reflect that the following have been received:

Yes No

Letter of Application
Vita/Resume
Transcripts
References
Supporting Documents

Use the appropriate closing paragraph.

Your application will be sent to the Search Committee; however, the above materials must arrive no later than __________ to be actively considered for the position. After this date, we will assume that you are no longer interested in the position. Again, thank you for your interest in Texas A&M University - Corpus Christi.

Your application has been sent to the Search Committee. Again, thank you for your interest in Texas A&M University - Corpus Christi.

Sincerely,

Chair, Search Committee
Ms. Jane Smith  
Rt. 2, Box 345  
Dallas, Texas 75682  

Dear Ms. Smith:  

The Search Committee for the position of ______________________ at Texas A&M University - Corpus Christi met on __________ to review applications. The pool of applicants was outstanding. Unfortunately, your application was not selected for interview. 

We sincerely appreciate your interest in the University and wish you the best in your professional pursuits.  

Sincerely  

Search Committee Chair