

# Wilkes University

## Faculty Search Manual

Original 2005  
Revised September 2025



## Table of Contents

Introduction .....	3
Position Management .....	4
Position Announcement/Posting.....	4
Search Committee .....	5
Applicant Screening/Applicant Pro .....	6
Screening Candidates .....	9
Telephone/Zoom Interview.....	9
Campus Visits .....	10
Selection.....	13
Confidentiality .....	14
Onboarding .....	15

## INTRODUCTION

Wilkes University is constantly seeking to become a more diverse community and to enhance its capacity to value and capitalize on the cultural richness that diversity brings. The University strongly encourages applications from persons with diverse backgrounds. Wilkes University does not discriminate in its employment practices or in its educational programs or activities on the basis of race, color, national or ethnic origin, age, religion, disability, pregnancy, sex/gender, gender identity and/or expression, sexual orientation, marital or family status, military or veteran status, or genetic information.

Diversity is one of our core values, and we welcome applicants with diverse backgrounds. Through a commitment to embracing our differences, we create a more vibrant, inclusive learning community.

To assist with our faculty recruitment process, the Faculty Search Manual serves as a consolidation of University policies, forms, resources and best practices to ensure that all faculty searches are efficiently and effectively conducted in a fair and equitable manner through:

- Careful evaluation, planning and preparation for new faculty positions
- Proper completion of required forms
- Consistent recruitment strategies and options
- Interview processes governed by equitable evaluation criteria
- Orientation for all new faculty members

**Please note: all forms referenced in this manual can be accessed on the Wilkes University portal as listed below:**

***Wilkes Portal Employee Tab* → Select *Employee Resources* → Scroll down to Human Resources section →  
Select Supervisor Forms link → Select Faculty Search Manual link**

## **I. Position Management and Personnel Requisition**

Prior to filing a vacancy or creating a new position, the Chair and Dean should evaluate funding options and assess the programmatic necessity. As rationale for the position and to ensure that the job responsibilities and qualifications are accurate, the existing position announcement should be reviewed/modified or a new position announcement should be created (Attachment I). The Dean and Provost must sign and approve all modified or newly created faculty position announcements. A copy of the final, approved position announcement should be forwarded to the Human Resources Department (HR) to be kept on file.

Once the Position Description is finalized (staff positions only) and approval has been received by the applicable area Vice President or Dean, the Personnel Requisition process is initiated via DocuSign. This process allows hiring chairs and managers to receive approval to fill, create or revise a faculty or staff position. The electronic form is available through the portal and is set up to route automatically to the required signers. You can initiate the electronic Personnel Requisition by [clicking here](#).

**SECTIONS A & B** - Completed by the hiring chair or manager and forwarded to Human Resources (HR) with a written rationale for the request and the current position description (for staff positions only).

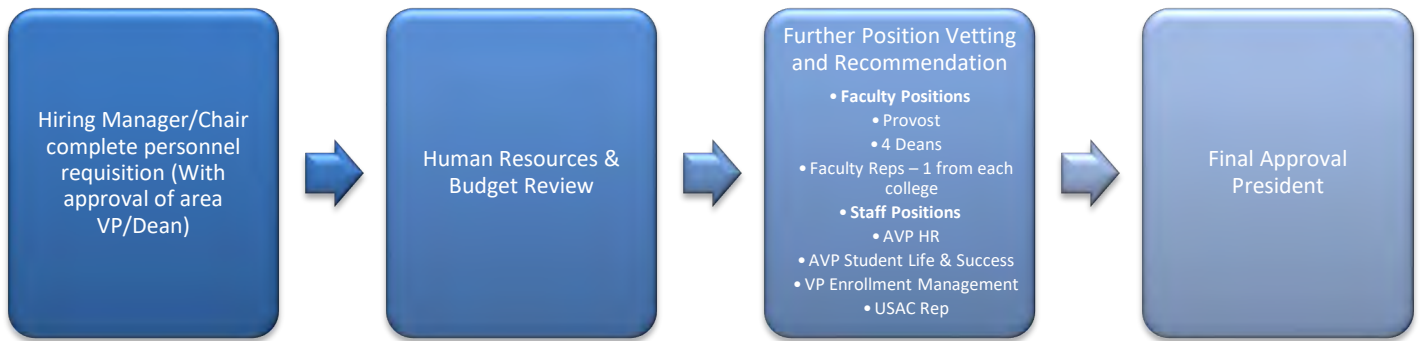
**SECTION C** - HR provides position classification and forwards to the Finance/Budget for funding confirmation.

- Upon confirmation of funding, the personnel requisition will be routed as follows: faculty positions to David Ward, Senior Vice President and Provost.
- staff positions (including those supporting academic units) to Joe Housenick, Associate Vice President and Chief Human Resources Officer.

Each responsible executive will bring positions requests to one of two work groups tasked with vetting, prioritizing and ultimately recommending which positions should be filled to President Cant. These work groups shall meet approximately monthly or sooner should a position become vacant the impacts campus safety.

- For faculty positions, the work group will consist of the provost, the four academic deans and faculty representatives from each college.
- For staff positions, the work group will consist of the Associate Vice President & Chief Human Resources Officer, the Vice President for Admissions, the Associate Vice President for Student Success, the Associate Vice President for Marketing/Communications and one USAC representative.

Upon the recommendation of the work group, President Cant shall review the personnel requisition at which time he may approve or deny the request.



**SECTION D** – Following review and with the president’s approval, the position is authorized, created and funded in the Banner/Finance System by Finance Office/Budget. The completed Requisition is returned to HR, who will notify the department Head that the position is ready for posting.

- Once final approval is received, the hiring manager can begin the search process by completing the [Position Announcement Template](#) and returning to HR for posting. All positions are posted to the Wilkes website as well as many other free job boards.
- Faculty positions can also be posted on paid sites such as the Chronicle of Higher Education and Higher Ed Jobs, by request.

**Position Announcement/Posting**

Once approved, the signed Personnel Requisition and corresponding *Position Announcement* (Attachment III) is forwarded to HR. HR reviews the announcement; assigns a search reference number and posts the position on the Wilkes University and Indeed websites via Applicant Pro (see section IV Applicant Screening/Applicant Pro). All tenure track announcements must also be placed in *The Chronicle of Higher Education* and *Higher Ed Jobs*, with funding from the hiring department/division’s operational budget and or The Provost (if necessary).

Any additional announcements in targeted publications recommended by the department/division must be authorized and/or funded (if necessary) by The Provost. The Chair or Dean is responsible to contact the Provost for this approval and arrange for advertising the approved announcement(s).

## II. Search Committee

Once the position has been announced, the Dean appoints a Search Committee Chair who convenes the new committee. The committee should include a combination of current faculty members within relevant academic programs or units and other members of the campus community who have vested interest in the position. The Chair of the Search Committee may be considered as one of the faculty members. It is helpful to plan for an odd number of committee members if a majority vote will determine the final candidate.

Once the full committee is appointed, the Search Chair may request that committee members take responsibility for specific search functions, such as candidate screening in Applicant Pro, telephone screening, interview arrangements, etc. The Search Committee will then collectively establish guidelines related to:

- Applicant screening criteria
- Interview protocol
- Decision-making process: consensus, scoring, voting, or another method
- Other common rules

The Dean may also develop guidelines for the Search Committee that may include the following:

- 1) Time frame for completing the search
- 2) Essential and preferred criteria for selection
- 3) Duties of the Search Committee Chair and individual committee members
- 4) Procedure for reviewing applications
- 5) Clarification of the Dean, Provost and/or President's involvement in the search process
- 6) Preferred number of candidates to visit the campus (typically 3)
- 7) Search budget
- 8) If a student-oriented teaching demonstration will be required during the campus visit
- 9) Interview format – Panel, Individual or Collaborative
- 10) Individuals/groups/departments/divisions with whom the candidates will meet
- 11) Format in which the Search Committee's final recommendations are to be brought forward
- 12) Administrative support
- 13) Confirmation of funding for start up funds (when applicable)
- 14) Reduction of first year teaching load (when applicable)

### III. Applicant Screening/ Applicant Pro

Candidates for employment submit applications through the University's online application system <http://wilkesuniversitycareers.applicantpro.com/jobs>. HR will contact the designated committee member(s) to provide system access and instructions. The following is an overview of the Applicant Pro process for all committee members.

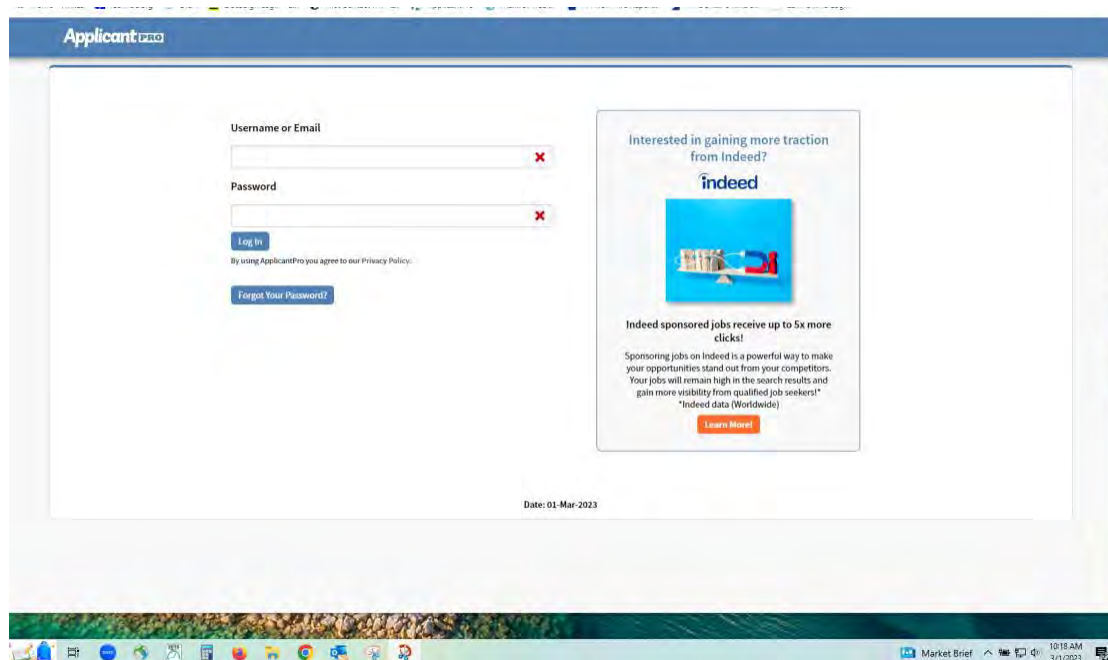
#### Viewing Manager Process – Applicant Pro

##### Step One:

In your web browser, go to <https://admin.applicantpro.com>

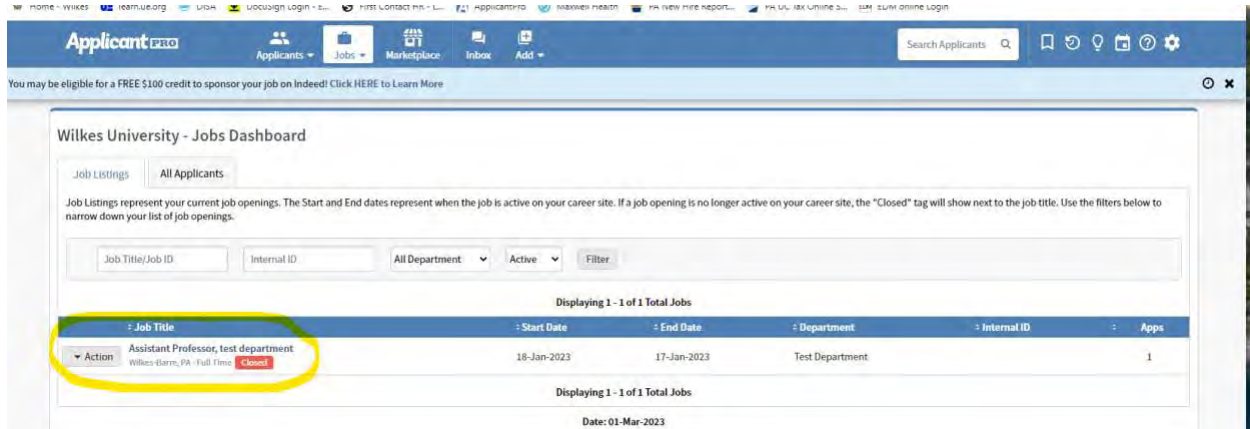
##### Step Two:

Enter **username** and **password** (provided by HR):

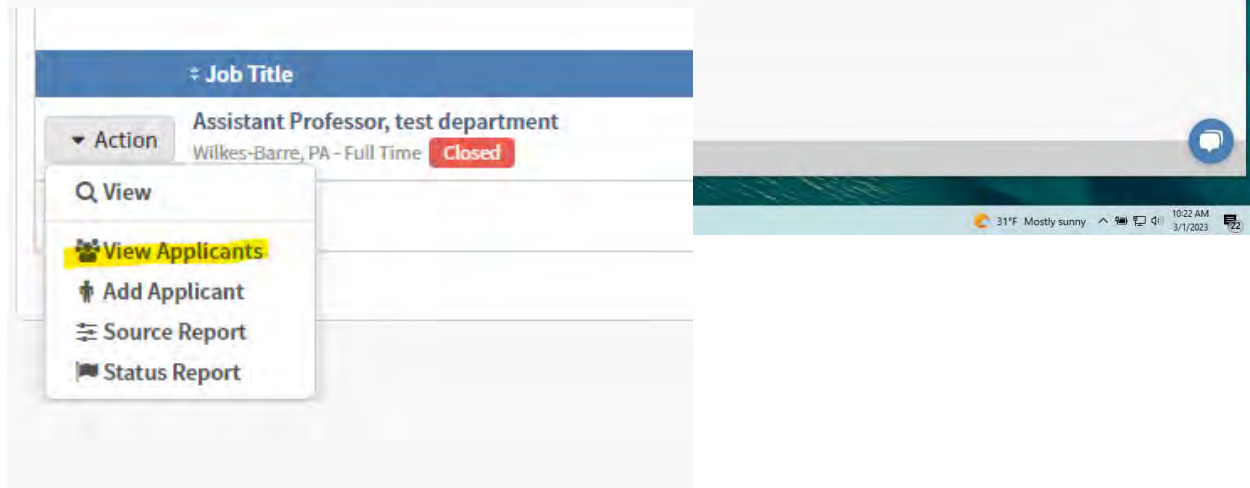


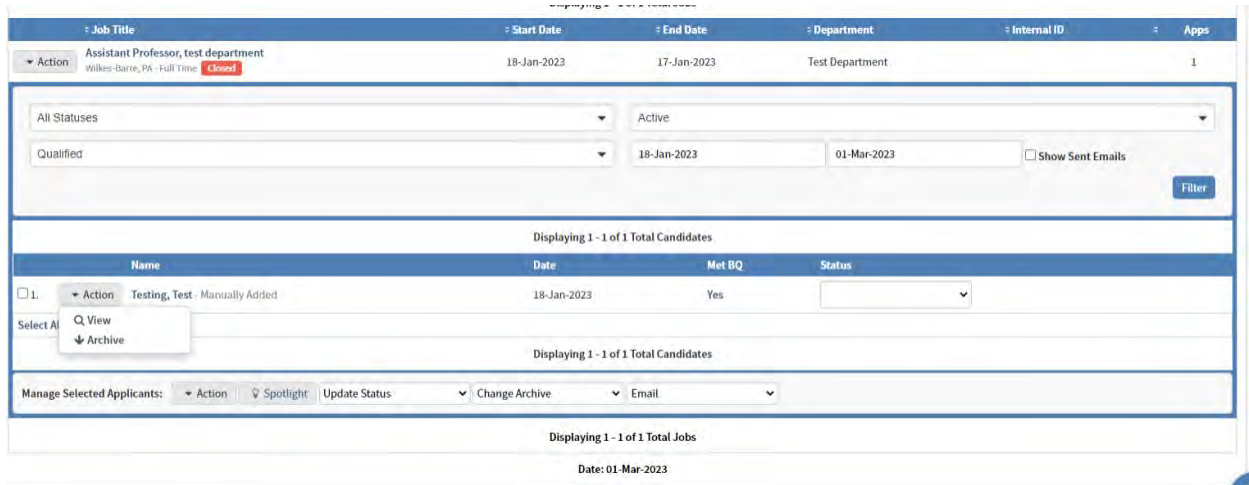
# Job Dashboard

When logged in, your open and assigned positions will appear under the “jobs” tab..

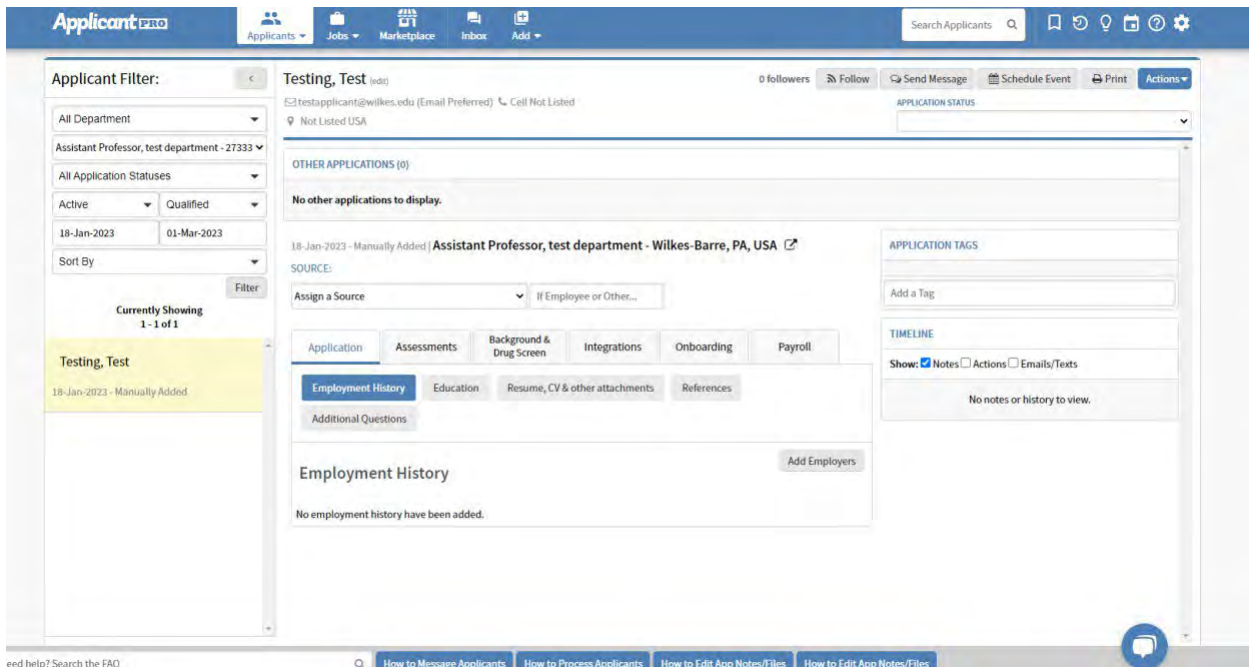


Click the “Action” button and select “View Applicants” to display a list of all candidates who have applied for the position.





Clicking on the “Action” icon to the left of the applicant’s name and selecting “View” will open a new tab with their application and supporting materials.



#### **IV. Screening candidates**

All application materials should be reviewed based upon the qualifications required and information stated in the position announcement. This qualification evaluation will typically yield three distinct candidate pools. Those who should be:

1. **Interviewed:** Applications/resumes which indicate that minimum qualifications are met. Schedule interviews.
2. **Declined:** Candidates who do not meet the minimum qualifications should not be contacted by the Search Committee. The Chair or designee should email a list of these candidates to HR who will send out the standard letter of declination (Attachment IV).
3. **Held:** Applications/resumes that are vague regarding applicants' minimum qualifications requirements. These applicants should not be contacted until the interviewed candidates are evaluated by the committee.

Please note: HR will e-mail a standard letter of declination to all candidates who are not selected once the final candidate has accepted the employment offer. The search committee is not required to email or send letters to candidates.

#### **V. Phone/Zoom Interviews**

Prior to bringing the initial candidate pool to campus, phone or Zoom screening provides an efficient and cost effective opportunity to determine if a candidate will move forward for a campus interview. Once the candidates are selected, the designated committee member is responsible for arranging the phone and/or Zoom interviews.

Best Practices:

- Schedule interviews in advance for a 30 minute window.
- Explain interview protocols at the beginning of the interview.
- Prepare questions as a committee that are related to:
  - Candidates' application materials, including qualifications.
  - Candidates' interest in joining Wilkes and/or leaving their current position.
- Ask all of the candidates the same questions. The questions do not necessarily need to be repeated verbatim for each candidate. However, all candidates should be given the opportunity to respond about the same topics.
- Explain subsequent "next steps".

### Sample Telephone/Zoom Interview Questions:

- 1) Describe your teaching/management style.
- 2) Please tell us about your research agenda.
- 3) What experience have you had with service learning?
- 4) Describe your educational background and experience.
- 5) Why are you interested in working at Wilkes University, as opposed to other institutions?
- 6) Describe your experiences related to this position.
- 7) How did your most recent work support the mission of the organization?
- 8) What do you consider some of your greatest professional accomplishment(s)?
- 9) What were your most significant failures?
- 10) How would our supervisor and colleagues describe your work?
- 11) What is your reason for leaving your current position?
- 12) Describe your preferred work environment.

The *Phone/Zoom Evaluation Form* (Attachment V) should be completed to share results with all committee members. Following committee evaluations, candidates should be narrowed down to a smaller pool for campus visits/interviews. All candidates who do not move forward in the selection process will be notified by the Human Resources department via the Applicant Pro email system at the end of the search. If the committee prefers, a separate email can be sent to the candidates who were interviewed by phone or Zoom (see Attachment VI) by providing a list of designated candidates and the preferred verbiage to the Human Resources department.

### **VI. Campus Visits**

The Committee Chair/designee will make arrangements for the on-site interview. This member contacts the candidates to schedule the visit; provides details about the location, directions and parking; lets candidates know approximately how long the visit will last and describes the process so candidates know what to expect. The member should also ensure committee member availability, meeting locations and classrooms for teaching presentations (if required) are scheduled in advance.

While the candidates are visiting, it is important for the Committee to:

- 1) Create a welcoming environment; put candidates at ease.
- 2) Create an interview itinerary to showcase the spirit and enthusiasm of Wilkes University.  
**“BE COLONEL.”**
- 3) Highlight the University’s strategic mission, vision and commitment to diversity.
- 4) Designate a committee member to provide an informative campus tour.
- 5) Show the candidates around buildings where they might teach. If possible, show them the office areas as well.
- 6) Give all candidates an opportunity to meet the Department/Division Chair, Dean, and the Provost (when possible).
- 7) Sell the job/the department/Wilkes University/City of Wilkes-Barre/NEPA Region.

- 8) Ask the candidates if they have questions or other things they want to see!
- 9) Include students, relevant centers, or interdisciplinary programs in the visit.
- 10) Make sure candidates are provided with an itinerary and escorted, as necessary, throughout their visit.
- 11) Schedule meals and/or receptions for all candidates.
- 12) Utilize a variety of different venues during the interview. Consider including spaces like the Library, UCOM, the Student Center and other buildings on campus.

Some campus interview options include:

- Panel Interviews: During the panel process, the entire committee collaboratively interviews each candidate and assesses responses immediately following the interview.
- Individual Interviews: Committee members may be designated for one-on-one interviews followed by committee discussions.
- Collaborative Interviews: A smaller number of members, such as a member and the Search Chair may conduct a collaborative interview.

### **On Campus Interview Questions**

Once the interview format is determined, it is crucial to prepare your questions in advance to conduct a successful interview and select a final candidate.

#### **Best Practices:**

- Ask open ended questions related to the position. Avoiding questions that require a ‘yes’ or ‘no’ answer provides candidates the opportunity to speak freely, voice opinions and share experiences.
- Past behavior is typically a good predictor for future performance. Develop behavior-based questions which require candidates to describe specific situations, actions and outcomes from their past experience.
- Once you have developed your questions, think through the possible answers. Keep in mind that most behavioral-based questions do **not** have a set “right” or “wrong” answer. Consider the kind of answers that would make sense given the priorities of the University, department and position. The candidate’s reasoning and thought process leading to the answer may be as important as the answer itself.
- Ask the same questions of all candidates. While questions do not always need to be asked verbatim or in the same order, by developing a structured and standardized interview plan, you can ensure that each candidate has an opportunity to offer responses about the same topics. This will provide you with a basis for comparative assessment; preclude personal and non-job-related questions; and enable an impartial qualification assessment for all candidates.
- All questions must be legal and non-discriminating. The following is a quick reference for examples of questions that are legal and questions which are potentially discriminating.

## KEEP IT LEGAL

	<b>Legal Questions</b>	<b>Unacceptable Questions</b>
<b>Family Status</b>	This job requires the availability to teach night classes. Will that be a problem?	Are you married? What is your spouse's name? What is your maiden name? Do you have any children? Are you pregnant? What are your childcare arrangements?
<b>Race</b>	None	What is your race?
<b>Religion</b>	None (You may inquire about availability for weekend work if required for the position.)	What is your religion? Which church do you attend? What are your religious holidays?
<b>Gender</b>	None	Are you male or female?
<b>Age</b>	None	How old are you? What is your birth date? When did you graduate from high school?
<b>Citizenship or Nationality</b>	Can you show proof of your eligibility to work in the U.S.? Do you have language abilities other than English, which may be useful in performing this job successfully?	Are you a U.S. citizen? Where were you born?
<b>Disability</b>	Are you able to perform the essential functions of this job with or without reasonable accommodations?	Are you disabled? What is the nature or severity of your disability?

## **During the Interview:**

**Listen and take notes** – By concentrating too intently on the questions intended for the candidates, interviewers may commonly lose focus or attention. Remember to listen, probe and evaluate responses. In order to capture the content of the interview take good notes instead of relying solely on memory. Listening attentively and documenting the interview helps objectively choose a final candidate based on job-related criteria. The documentation also provides a clear record of the candidate's assessed strengths and weaknesses to help justify the hiring decision.

**Score the responses** - Scoring helps clarify the strengths and weaknesses of each candidate. You may use the scoring sheet in Attachment VII to rate each candidate's interview responses and determine an overall scoring profile for each candidate.

**Score the teaching demonstration (if required)** – The teaching demonstration should also be scored using Attachment VIII, or a similar evaluation tool specifically tailored to the committees' needs to identify each candidate's strengths and weaknesses. The Committee Chair/Designee must ensure that all final candidates are given the opportunity for a teaching demonstration if one is required.

**Close the interview** – When you have concluded the interview and demonstrations, give the candidate time to add any further comments and ask any questions. Thank the candidate and outline subsequent next steps.

## **VII. Selection**

All Search Committee members should complete the *On-Campus Interviewing Record (Attachment IX)* to document their assessment of each final candidate's qualifications, knowledge, skills and abilities related to performing the essential functions, duties and responsibilities of the position. The committee will then deliberate, using the previously established method for selecting the final candidate (consensus, scoring, voting, or another chosen method). The Search Committee Chair should contact the Associate VP/Chief HR Officer to discuss processes related to immigration prior to offer of employment. The Search Committee Chair provides the Department/Division Chair and the Dean with the Search Committee's final recommendation. If the Chair and/or Dean concur with the recommendation, they will present the candidate's information to the Provost for review. Following the Provost's final approval, the Dean then submits the Personnel Status Change Form to HR to confirm the salary offer.

### Steps:

- 1) The Department/Division Chair makes the initial verbal offer to the final candidate with a verbal acceptance deadline, preferably within one week.
- 2) Upon the candidate's verbal acceptance, a tentative start date should be established. A welcome email that includes relocation information will also be delivered at this time. (Please refer to Attachment XII).
- 3) The conditional offer of employment is contingent upon successful results of a thorough background investigation conducted by HR. Please note the background check typically takes 10 working days. The selected candidate may not begin work until it is completed. The Provost's Office/HR send the final candidate an offer letter and a Faculty Services Agreement. The offer letter should address moving allowances if needed, start up funds, first year release, temporary housing if needed.

- 4) When the final candidate's signed offer is returned, the Human Resources department will send rejection notifications to all remaining applicants.
- 5) The Committee may choose to send a separate email to the candidates who were interviewed but not chosen for the positions such as the example in Attachment X. If so, the search Chair should forward that verbiage and a list of the candidate to HR. Upon receipt, HR will send the designated correspondence to the named candidates.

### **VIII. Confidentiality**

It is important to note that upon joining a search committee, each member assumes a responsibility not to discuss any candidate information (including name, status, or the content of any committee interviews or conversations) to any non-committee person within or outside the institution. Until the finalists' names have been announced to the campus community, only the committee Chair should make public comments about the search.

The Search Committee Chair is responsible for reviewing the following information with all committee members:

- The University's [Confidentiality Policy](#) - All members of the search committee must review and sign the employee confidentiality agreement prior to beginning the search.
- Applicants' names and/or other personal information may not be disclosed or discussed outside of the committee.
- All deliberations of the committee are confidential.
- All application materials are confidential and to be viewed on a need to know basis only.
- Access to application materials is provided via secured password protection. Passwords may not be distributed or shared with others.
- All members are obligated to inform the search committee Chair of any breaks or suspected breaks in confidentiality as soon as the member becomes aware.

Since all documentation related to the search (resumes, scoring matrices, notes, etc.) is considered confidential, the search Chair must collect and store this documentation in a confidential and secure location such as in a locked filing cabinet or drawer which cannot be accessed by other employees. Once a candidate has been chose, all documents should be sent to the Human Resources Department. Please refer to Attachment XI for the Document Retention Checklist.

## **IX. Onboarding**

### Welcoming/Orienting New Faculty

The orientation process begins before new faculty members come to campus. Planning ahead for their arrival will allow you to spend productive time on that first day. So, before they arrive, you should:

- Notify colleagues in your department/division that a new faculty member is starting.
- Ask the other faculty members to welcome the new employee and encourage their support.
- Enroll the employee in the New Faculty Orientation program.
- Contact HR at extension 4644 to schedule benefits orientation.
- Be sure the employee's office is available, clean, and organized.
- Arrange for a computer, telephone, cell phone and pcard (if required).
- If possible, identify a faculty member to provide guidance for the first few weeks.
- Put together a list of key people the faculty member should meet.
- Arrange for a location or building key (if necessary)

### The First Day on Campus

Try to create a comfortable environment and remember not to overwhelm new employees with too much information on the first day. Orientation is a continuing process, so there will be plenty of time to give them all the necessary information. On the first day, you should:

- Give a warm welcome and answer any questions.
- Discuss your plan for the first day.
- Introduce the employee to other faculty.
- Arrange to have lunch and invite others to join.
- Show the new employee around the department.

Attachment I  
[Job Description Template](#)

Attachment II  
[Personnel Requisition \(DocuSign\)](#)

Attachment III  
[Position Announcement Template \(.doc\)](#)

Attachment IV

*Dear #first\_name#,*

*Thank you for your interest in the position of \_\_\_\_\_ at Wilkes University.*

*Although we are impressed with your abilities and accomplishments, we will be selecting a candidate whose training and experience more closely match our needs and position requirements.*

*Once again, thank you for your interest in Wilkes University and best wishes in your search for a rewarding career.*

*Sincerely,*

*Human Resources*

Phone/Zoom  
Evaluation Form

Interviewer: \_\_\_\_\_

Date: \_\_\_\_\_

**Candidate:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Criteria** *(The following are recommended as appropriate criteria for evaluation during the phone screening stage and process. The committee may replace with more relevant criteria.)*

**Experience**

**5 4 3 2 1**

---

---

**Technical Skills**

**5 4 3 2 1**

---

---

**Verbal Communication**

**5 4 3 2 1**

---

---

**Interest/Enthusiasm**

**5 4 3 2 1**

---

---

**Perceived Cultural Match**

**5 4 3 2 1**

---

---

**Additional Comments**

---

---

**Recommendation:**

- Continue Interviewing*
- Candidate does not meet position requirements*

*Dear Candidate:*

*Since I was last in touch with you, our search committee has met to review the credentials of our applicants, including your own. The committee has now identified a small number of candidates who will move forward in our process.*

*I write now to tell you that your strengths and accomplishments were not among those that the committee thought might best fit our current needs. On behalf of the search committee, I thank you for your interest in Wilkes and for the privilege of reviewing your credentials.*

*The committee joins with me in expressing best wishes for your continued professional success. Best,*

*Name Title  
and  
Chair of the Search Committee*

*Dear candidate*

*Thank you for your interest in the \_\_\_\_\_ position at Wilkes University. The search committee enjoyed meeting with you and appreciates the time you took to discuss this position with us*

*We have now identified a small number of candidates who will move forward in our process. Your strengths and accomplishments were not among those that the committee thought might best fit our current needs.*

*On behalf of the search committee, I thank you for your interest in Wilkes University, the time and consideration you gave to our position, and for the opportunity to review your credentials.*

*Wishing you every success,*

*Name  
Title and  
Chair of the Search Committee*

Candidate Interview Evaluation 1

Candidate: \_\_\_\_\_

Committee Member: \_\_\_\_\_

	Poor		Acceptable		Excellent
Question 1	1	2	3	4	5
Question 2	1	2	3	4	5
Question 3	1	2	3	4	5
Question 4	1	2	3	4	5
Question 5	1	2	3	4	5
Question 6	1	2	3	4	5
Question 7	1	2	3	4	5
Question 8	1	2	3	4	5
Question 9	1	2	3	4	5
Question 10	1	2	3	4	5
Overall Rating	1	2	3	4	5

Summarize Candidate's Strengths:

---

---

---

Summarize Candidate's Weaknesses:

---

---

---

General Comments:

---

---

---

---

**Presentation Evaluation**

Name of Applicant: \_\_\_\_\_

Position Applying For: \_\_\_\_\_

Evaluator Name (optional): \_\_\_\_\_

Date of interview: \_\_\_\_\_

**I. Presentation (Seminar)**

	1	2	3	4	5				
	strongly disagree	disagree	no opinion	agree	strongly agree				
a)	organized with specified objectives				1	2	3	4	5
b)	content was sequenced logically with easy transitions				1	2	3	4	5
c)	used concrete, relevant examples to illustrate main ideas				1	2	3	4	5
d)	addressed questions appropriately				1	2	3	4	5
e)	demonstrated enthusiasm & confidence				1	2	3	4	5
f)	used well designed audio-visual materials (slides, handout etc.)				1	2	3	4	5
g)	spoke at a pace which facilitated audience understanding				1	2	3	4	5
h)	maintained eye contact with audience				1	2	3	4	5
i)	utilized time appropriately				1	2	3	4	5
j)	remained poised, professionally responsive, maintained objectivity				1	2	3	4	5
k)	content was accurate				1	2	3	4	5
l)	overall evaluation of presentation (check one) poor _____							good _____	excellent _____

**II.** This candidate is **qualified** (i.e. education, experience) to carry out the responsibilities of the position.

1      2      3      4      5

**III.** This candidate will **work well** with faculty, students, practitioners, administrators, staff etc. 1 2 3 4 5

Please identify characteristics in this candidate that forms the basis of your evaluation:

**IV.** This candidate is flexible enough to accept and/or facilitate change in the department when appropriate. 1 2 3 4 5

Please identify characteristics in this candidate that forms the basis of your evaluation.

**V.** I feel this candidate is a motivated individual and will be an asset to the faculty by contributing to the development, growth and maintenance of the program. 1 2 3 4 5

Please identify characteristics in this candidate that forms the basis of your evaluation.

**VI.** This candidate's philosophy of teaching is compatible with the current philosophy of the College and the University. 1 2 3 4 5

Please identify the indicators, which form the basis of your evaluation.

**VII.** Additional comments/observations:



*Dear Candidate:*

*Thank you for your interest in Wilkes University and the position of \_\_\_\_\_.* The Search Committee enjoyed meeting with you and appreciated the time you took to visit our campus to discuss this position with us.

*We have carefully evaluated the credentials of all of our applicants. While we were impressed with your talents and accomplishments, we believe the strengths and qualifications of the candidate we have chosen more closely match the needs for this position.*

*I wish you the best in your job search and all future endeavors. Thank you again for your interest in Wilkes University.*

*Best,*

*Name*

*Title and*

*Chair of the Search Committee*

## DOCUMENT RETENTION CHECKLIST

- Selection Criteria
  - Qualifications Matrix
  - Notes and Applicant Evaluations
- Telephone/Zoom Interview
  - Interview questions
  - Notes and Applicant Evaluations
- Campus Interview
  - Information packets given to candidates
  - Interview itineraries
  - Interview questions
  - Notes from the interview
  - Evaluation of candidates (Matrix, Notes)
- Reference Checks
  - Reference List
  - Notes from conversations with references
- Recommendation of Hire
  - Documentation related to candidate being recommended for hire
- Regret Letters
  - Communication sent advising candidates of their status

Dear [Candidate Name]:

It is with great pleasure that Wilkes University offers you the position of [job title] with a tentative start date of [date]. This job offer is contingent upon the completion of a satisfactory background check and reference checks. At that time you will receive a formal offer letter from our Human Resources Department.

In order to assist in your transition, we have provided links to some information regarding the Wilkes-Barre, PA and surrounding areas. Should you have any questions, please do not hesitate to reach out to me.

Welcome to Wilkes University!

Sincerely, [Department/Division  
Chair] [Title]

**Greater Wyoming Valley Chamber of Commerce**

<https://www.wyomingvalleychamber.org/why-greater-wyoming-valley/>

**Discover Northeastern PA**

<https://www.discovernepa.com/>

**Luzerne County Convention and Visitor's Bureau**

<https://www.visitluzernecounty.com/>

**Best Places to Live in Luzerne County**

<https://www.niche.com/places-to-live/search/best-places-to-live/c/luzerne-county-pa/>