

**Central Michigan University
College of Education and Human Services
Recruitment Guidelines for Full-Time Faculty**

These guidelines have been developed to assist academic departments in carrying out successful faculty searches. The basic elements of the search process, from initial approval to final offer, are included. In addition to exercising good judgment in the selection of faculty, departments are also expected to **exercise good financial judgment** with recruitment expenses. While reasonable expenditures are anticipated, it should be remembered that all expenditures reduce funds available for other programmatic needs.

It is also important to remember that candidates are evaluating us as much as we are evaluating them. Accordingly, all searches should be conducted in a manner that candidates come to and leave the campus with a positive impression of CMU. The attraction of top candidates requires that we actively recruit and convince them of the positive elements of the university and the community.

A. SECURE APPROVAL TO CONDUCT A SEARCH

Approval to conduct a search is the first step in the recruitment process. The department Chairperson should first contact the Dean with a position request. Final approval for recruitment of temporary faculty rests with the Dean although there is consultation with the Provost concerning full-time temporary. Searches for tenure track positions require the approval of the Provost.

Generally, requests for all full time positions (new positions, replacements, failed searches, full-time temporary) should be submitted to the Dean at a date to be determined during spring semester prior to the search. As needed, the Dean will work with the Provost to secure approval. A position number for this search will be assigned by the Affirmative Action Office.

B. ESTABLISH A SEARCH COMMITTEE

- At least three regular faculty members from the recruiting department must sit on a search committee. A committee chair should be selected. Every attempt should be made to insure the membership includes members of underrepresented groups. In addition to search committee members from the recruiting department, the search committee may have an additional one member from outside the department, as deemed appropriate.

It is equally important that candidates be exposed to non-university constituents. Either having such a representative on the search committee or making sure candidates have the opportunity to meet them during the interview process may accomplish this. Examples of non-university

constituents may be representatives from school districts for education related searches, or community representatives from agencies that interact with our students or consult with faculty on a regular basis.

C. THE POSITION ANNOUNCEMENT

- Upon final position approval, a position advertisement should be drafted by the search committee or department. It is recommended that a full advertisement and a shorter version be developed to accommodate different ad spaces and costs. Short versions should include reference to a link for a complete position description. Both full and short ads require approval and should be submitted at the same time.
- In developing the advertisement, a clear distinction should be drawn between **required** and **preferred** qualifications. It is also important to enumerate the job responsibilities and not to use excessive language. The Affirmative Action Office and Faculty Personnel Services can provide you with additional assistance as you prepare your advertisement. Meetings with representatives from Affirmative Action and Faculty Personnel Services occur each fall to assist departments with this process. A search training video is available at www.cdfa.cmich.edu/faculty/recruitment/video.html. Materials can be obtained from the Affirmative Action Office for use in following along with the video.
- With few exceptions, EHS positions should require a PhD. For those positions where ABD is considered, it is recommended that a time line for completion of the degree be stated in the ad. For example, PhD required (ABD considered if completed during the first year of appointment).
- The clarity of the advertisement is a key component in attracting and hiring the right person for the job. Make every effort to state qualifications in a manner that will result in measurable evidence in a candidate's materials or can be documented during the interview process. For example, if you want evidence of teaching effectiveness, how will this be measured? You may consider student evaluations, mentions in letters of reference, or recognitions and awards noted on a resume. If you require demonstrated research or grant writing competence, you may want to consider evidence of consistent productivity, publication quality, primary author status, or funded projects. The university is giving more attention to candidates that can demonstrate **quality** teaching and research productivity and we must give attention to how we word and eventually evaluate our required and desired qualifications. All EHS position announcements should include as a required qualification that there be evidence of successful or quality teaching experience. If the position is for someone in TEPD, the teaching

experience should be specific to the elementary or secondary level. If the position is for EDL, CSE, RPL, or HEV, include a statement requiring quality teaching experience at an institution of higher education or an accredited institution of higher education.

- Actual reference letters are recommended rather than names of references since this often provides evidence of required and desired qualifications. You may want to request that reference letters address specific areas, such as teaching or research competence. Always request **current** letters of reference. It is also important to request copies of transcripts from all institutions from which a degree was received.
- The Department will first submit a first draft of the full and short position announcement to the dean for review. The Dean will work with the department or search committee chair to make any requested changes.
- A final draft of the position advertisement, both full and short version, will then be submitted **simultaneously** to the Dean and Faculty Personnel Services for review. The posting must include: a) Required qualifications, b) CMU Carnegie status” statement (available at www.cmich.edu/aaeo/faculty-search/job-posting-paragraph.htm), and c) the AA/EEO statement (available at www.cmich.edu/aaeo/aa-statements.htm). It is also recommended that an additional statement be added to the end of the AA/EEO statement, which is: Members of underrepresented groups are encouraged to apply. The Dean and FPS will coordinate the review of the ad, after which the Dean will approve it or further coordinate with the department regarding any revisions. Upon approval, the Dean will submit the ad to the Affirmative Action Office, which is responsible for final approval. Upon final approval, the AAO will notify the dean and forward a copy to FPS. The Dean will notify the department of the ad’s final approval. **NO ADVERTISING WILL OCCUR WITHOUT PRIOR APPROVAL.**

D. ADVERTISING THE POSITION

- FPS will post the approved ad on its CMU faculty Job Announcements webpage, available at www.fps.cmich.edu/jobs/ and on the HigherEdJobs website available at www.higheredjobs.com
- Advertisements may be placed in the Chronicle of Higher Education,¹ appropriate affirmative action publications (determined in consultation with the Affirmative Action Reviewer), professional discipline journals and/or professional organization newsletters as determined by the department.

¹ The Chronicle of Higher Education Career Network (<http://careernetwork.com/profiles>)

Regular faculty searches must include an advertisement in at least one national professional journal. This one journal ad may be the Chronicle of Higher Education or discipline specific national journal. Ads may also be shared with other universities, "hotlines", and individuals. Display ads in the Chronicle and/or ads in affirmative action publications² will be funded by the college if submitted in a timely fashion to appear in the college-wide block advertisement. The department will fund all other text ads in the Chronicle, ads in non affirmative action publications, and all other postings and distributions. The cost of ads funded by a department should be approved by the dean's office prior to posting.

- As an affirmative action institution, we must not simply post advertisements and "hope for the best." Rather, it is imperative that departmental search committees **actively** seek and encourage affirmative action candidates through direct contacts and mailings. Again, the Affirmative Action Office can aid you in these efforts.

E. RECORDS

- Establish procedures to log and track applications (use affirmative action search numbers and applicant numbers). Upon receipt of applications, acknowledge receipt of the application and notify the candidate as to the completeness of their materials (Appendix A). In addition, an Affirmative Action Confidential Application Data Card should be sent or refer applicants to the online form for completion.
- Applicants who clearly do not meet required qualifications as evidenced by submitted materials, such as not having a doctorate or not likely to complete doctorate by hiring date, may be sent a letter to indicate that they do not meet the minimum requirements for the position and that they will not receive further consideration. This is a consideration to the applicant. The Faculty Activity Log will still include this person in the list of applicants.
- If working with international candidates, it is recommended you contact Bassam Khoury in the Office of International Education to ensure you have not overlooked anything in regards to required documentation.

F. EVALUATION OF CREDENTIALS AND INITIAL SCREENING

- Establish a ***procedure for reviewing each application*** and use this procedure to review **all** applications. Candidates must be evaluated on the

² Lists of affirmative action publications are located in the Affirmative Action Office.

basis of the required and preferred attributes as indicated in the job notice. The evaluations must focus on the required and preferred characteristics rather than other attributes. Attributes, required or preferred, not placed in the job advertisement must not be used as a way to disqualify applicants. In your review of candidates, you must give full consideration to all candidates who you believe are affirmative action candidates. An applicant log **should** be requested from the Affirmative Action Office to assist in identifying diversity in the pool. In addition, the department should consider its hiring goals as taken from the utilization analysis, which is required by the federal government. Keep in mind that the utilization analysis provides the minimal required for each unit relative to the university's regular faculty. Also, in evaluating candidates, departments should place primary emphasis on the perceived future performance of the candidate if he/she were hired at CMU. The Utilization Report is located in the Dean's Office.

- President Rao has suggested that when conducting a tenure track search, we should hire faculty who:
 1. can work with the wide range of student abilities,
 2. have a research orientation,
 3. are connected to their profession (through organizations and membership),
 4. have an open-mindedness to flexible delivery,
 5. are learner-centered (Ask why they need/want to teach? Do they exhibit a passion for teaching their professional discipline?),
 6. represent diversity in cultural, ethnic, racial, and gender terms
 7. are technologically competent, and
 8. are constructive in conflict resolution with peers and students.

- If references are to be checked through the use of telephone contacts, **a standard set of questions** must be developed and used systematically for all reference calls. The person making the contact must make notes concerning the call and place them in the candidate's file. You may find it helpful to maintain a log that includes names of references contacted, the person who contacted the reference, the date of the contact, and all pertinent information. No information unrelated to the job should be solicited or later used. Permission to contact references (on or off list) is not legally required, but it is a professional courtesy.

- **Approval of the Dean and the Affirmative Action Reviewer** is required PRIOR to conducting any interview. **Clarifying calls** to applicants can be made at any time to ensure that information is correct. Information received from clarifying calls is not considered part of the interview process. **Do not refer to these clarifying calls as phone interviews.** Clarifying calls are used simply to gather information that was not clear in the candidate's

materials, or to notify the candidate that their file is missing required pieces of information. No formal interview questions are asked during a clarifying call.

- Legitimate phone interviews may be used as a way to reduce a pool of qualified candidates down to a number suitable for inviting for a campus interview. In this case, a completed Faculty Appointment Activity Report must be submitted to the Dean that lists those applicants with whom you would like to do a phone interview, including a brief explanation of why these particular applicants were chosen for a phone interview. Upon approval of this list by the Dean and then FPS, a uniform set of interview questions should be developed that are asked of each phone interview candidate, ideally by the entire search committee during a conference call. As a result of the phone interview, the pool will be reduced to those desired for a campus interview. Again, a revised Faculty Appointment Activity Report must be submitted to the Dean, listing the reasons why the reduced pool is recommended for campus interview. Only when the Dean and then FPS has approved this second list may candidates be invited to campus for an interview.
- Complete a **Faculty Appointment Activity Record**. For each applicant, clearly indicate whether they are qualified or not qualified for the position based on the qualifications stated in the position advertisement. The department should indicate who they recommend for campus interviews and why, based upon qualifications as listed in the job advertisement. For all candidates who are not recommended for further consideration, the department must indicate the reason. The reason **must be** related to the *required*. It is acceptable to state that a candidate has limited productivity given years of experience, the candidate has limited teaching experience, or there is no evidence of effective teaching as reasons for not considering the candidate (if these criteria were in the position advertisement). It is **not** appropriate to state the person will or will not make a good “fit” with the department or the candidate is not likely to stay at CMU if hired, etc. Only one reason for disqualification need be provided for each candidate.

G. REQUEST FOR INTERVIEWS

- Submit the Faculty Appointment Activity Record with all applicant materials to the Dean for review and approval. Following approval by the Dean, the materials are forwarded to FPS, which will make an independent recommendation.
- Once the list of candidates to be interviewed has been approved by the Dean and Faculty Personnel Services, interviews should be scheduled. Usually two to three candidates are scheduled to be interviewed, per position. The department will set up the interview schedule (Appendix B). Again, keep in

mind that regardless of the interview format, candidates should be treated fairly and equitably. Applicants whom the department is certain will not receive further consideration at this point should be sent letters indicating they are no longer under consideration (Appendix C). These letters to applicants should be mailed in a timely manner and are not intended to be evaluative letters about an individual applicant's qualifications. The sample letter in Appendix C may be revised to better match department preferences but will remain more of a form letter.

H. CAMPUS INTERVIEWS

- Travel Arrangements

If there are two or more candidates scheduled for a campus visit, the college will reimburse for one, to include air transportation and/or mileage for the candidate and lodging for one night³. Although not expected, if there is only one candidate scheduled for an interview, the department and the college will split the cost of transportation and lodging for one night. **Internal orders** numbers should be assigned/created for each candidate. If you have questions regarding this process, contact the EHS Budget Specialist.

Departments should consult an on-line travel service such as Expedia to locate the most reasonable airfare. An acceptable airfare range should be given to the candidate, who will then make their own arrangements and charge the cost to their own credit card. Airfare expenses beyond the recommended range will be the responsibility of the candidate. The candidate should be given the choice of being picked up at the airport or to use a rental car to travel to campus. The candidate, using their personal credit card, will reserve rental cars. The department will make arrangements for lodging and charge this to the department credit card. The candidate will submit receipts to the department for reimbursement.

- Information

Candidates scheduled for interviews should be sent: bulletins, college mission statement, CMU/FA agreement, departmental strategic plans, bylaws, and promotional brochures. Other pertinent materials, either electronically or hard copy, may be sent to all candidates at the discretion of the committee or at the request of the candidate. Candidates should also be referred to the departmental, college, and university web pages. Materials not sent ahead of time may be left at the hotel where the candidate is lodging to provide reading material and generate questions for the interview the next day.

³ Typically, if there is only one qualified candidate scheduled to be interviewed, the search may be declared as failed.

- *Food and Lodging*
Quality lodging and food should be obtained at reasonable rates. **No more than two people** need to host a candidate for meals, and the department is responsible for all costs of meals.
- *Duration*
Generally limit the length of stay to two days or one overnight. While this is not always possible, there should be a maximum of two nights unless using weekend airfares to reduce total cost. Also, campus visits should not occur during the **summer months** when faculty, students, and staff are not as readily available.
- *Itinerary*
The Dean should interview ALL candidates. During this time, the candidate interviewed must sign the Employment Verification Form. The Provost at her/his request will interview only Chair candidates. At a minimum, all candidates should make an oral presentation to the departmental faculty and students. With CMU's Carnegie status ranking, a presentation of the candidate's current scholarship is highly recommended. It is usually best to include a tour of the community (check with the candidate), which is often made by various area realtors. All candidates, especially those from underrepresented groups, should be given the opportunity to meet with members of special groups.

While it is up to each department to set up the agenda for the candidate's visit, all candidates must be offered exactly the same opportunities/activities. It is highly recommended that the interview agenda include a tour of the university and library. Meeting with representatives from FaCIT , ORSP , and, if applicable, the Office of International Education, helps to provide an overview of resources available on campus. If time permits, all candidates would benefit from meeting with a representative of the Office of Institutional Diversity. Arranging for a meeting with undergraduate and/or graduate students is also recommended.

The department should give every candidate a copy of the departmental by-laws (or at least the sections dealing with reappointment, tenure, and promotion) and review the department's reappointment, tenure, and promotion policies with the candidate. During the interview, there are certain areas and questions that the search committee must not ask. All department members interacting with the candidate should be informed of these areas and questions. It is also suggested that a search committee member be present at times when the candidate may be talking to groups of students. This may help ensure that appropriate questions are asked at all times.

Whenever feasible, the chair of the department should be the last department member to interview the candidate before the Dean conducts her/his interview. Points to raise in this “exit” interview include review of start-up needs, asking whether there were any parts of the interview or department that the candidate is unhappy about, answering final questions that the candidate may have, and making any effort to project a positive image of the department.

- *Checking References*
It is highly recommended that off-list reference checks be conducted. It is a professional courtesy to notify the candidate that this will be done, however, it is not required that the candidate be notified.
- *Interview Notes*
Notes taken by search committee members during the interview process (including phone interviews) should be collected and retained by the search committee chair for use in developing the justification statement for recommendations for hiring on the Faculty Activity Record. Following the submission of the Faculty Activity Record, all notes should be shredded.
- *Salary*
The Dean will deal with all salary information and negotiations. The Dean will work with Faculty Personnel Services in determining salary ranges. It should be made clear that the approximation is not the "official" salary offer and that a final salary will be negotiated. At no time should faculty members be involved with any negotiations, incentives, or extras with the candidate. Chairs will provide input regarding course release if appropriate and other department-related costs, having discussed these with the Dean prior to the final offer.
- *Non-routine Expenses*
Seek prior approval from the Dean or designee for all non-routine expenses. This would include, but not be limited to, negotiations for "signing incentives" (moving expenses, early start date such as the preceding summer, equipment, etc.). The department is responsible for funds to support moving expenses, if agreed upon, for candidates. A suggested Moving Allowance chart is available (Appendix F).

Candidates may be reimbursed for necessary incidental expenses such as airport parking fees. Candidates should obtain receipts for their expenses and submit them to the department with their complete name, address, and social security number needed for the completion of a travel voucher. The following is a partial list of items that is the responsibility of the candidate: personal telephone calls, snacks, toiletries, in-room movies, etc.

I. HIRING

- The department, in accordance with EHS/FPS recruitment guidelines, should evaluate the candidates interviewed and provide a recommendation of the ranked order of candidates to be offered the position. If some candidates are unacceptable, this should be noted. This information is provided on the ***Faculty Appointment Activity Record***. When departments provide reasons for their preferences, they should be stated in relationship to the qualifications listed for the position in the job notice. Special consideration should be given to all affirmative action candidates. If the department wishes to invite additional candidates to campus, this also should be noted on the ***Faculty Appointment Activity Record***. After the interviews have been conducted and references verified, the Department must complete the last page of the Faculty Activity Record including (1) the candidate it recommends for the position, (2) a narrative explaining why the recommended candidate was selected over other interviewed candidates, and (3) identification of any minority applicants who were not interviewed and the reason why. The Dean will provide the salary information and, following the Dean's approval, the recommendation will be forwarded to Faculty Personnel Services. Upon final approval by the Provost, the Dean will communicate with the candidate and handle all negotiations. **No more than two weeks, less if possible, response time should be allowed the candidate.** The Dean or designee must approve any deviation from this time frame.
- Upon acceptance by a candidate, the department should complete a Faculty Personnel Transaction Form and forward it electronically to the Dean at FPTFCEHS@cmich.edu. Special conditions pertaining to the candidate's employment should be noted on the form with regard to job responsibilities, evaluation criteria for the position, and special conditions such as dates required for completion of a degree, etc. Other inducements or moving expenses also should be noted if they have been agreed upon. Who is paying for these items should also be noted. FPS will compose the official appointment letter that, after review by the Dean and department chair, will be sent to the candidate with the Provost's signature.
- Having succeeded in hiring a faculty member, contact remaining unsuccessful job applicants informing them the position has been filled. Additionally, inform applicants if a search has been postponed (Appendices D & E). It is not necessary or wise to inform someone why he/she was not made an offer. If the candidate inquires as to why, suggest that they contact the search committee or department chair. Anything you say to an unsuccessful candidate will hold the university accountable, since you are speaking for CMU.

Appendix A-1:

Department of Human
Environmental Studies
Wightman Hall 205
(989) 774-1830
Fax: (989) 774-2435

June 18, 2008

Dr. Leon Hall
7106 South Chippewa River Rd.
Midland, TX 06523

Dear Dr. Hall,

The Department of Human Environment Studies (HEV) has received your application for the position of Assistant Professor of Apparel Design. Thank you for your interest.

Please take a moment to complete the pre-paid enclosed card in order for us to begin the compilation of your personal and professional data. As an affirmative action/equal opportunity institution, Central Michigan University is required to request this information. However, completing the card is voluntary and it can also be done online at <http://www.cmich.edu/aaeo/jobcard.asp>.

For your review, I am enclosing informational materials about Central Michigan University and our current programs in HEV. You may obtain additional information by accessing our World Wide page at <http://www.ehs.cmich.edu>

If you have any questions concerning the search process, our department programs, or CMU, please contact me at 989-774-1830 or email me at jenna.lopez@cmich.edu. We look forward to reviewing your materials.

Sincerely,

Jenna Lopez, MFA
Search Chair

Appendix A-2: Confirmation

Department of Human
Environmental Studies
Wightman Hall 205
(989) 774-1830

June 18, 2008

Dr. Leon Hall
7106 South Chippewa River Rd.
Midland, TX 06523

Dear Dr. Hall,

The Department of Human Environment Studies (HEV) has received your application for the position of Assistant Professor of Apparel Design. Thank you for your interest. The review process will begin November 2, 2005 and continue until the position is filled.

In order to provide a complete review of your materials, we need the following items to complete your application file:

- _____ Current vitae
- _____ Official transcripts of institutions attended
- _____ Letters of recommendation
- _____ Evidence of effective teaching
- _____ Others:

Please send the above information promptly so that we may give your application the careful consideration it deserves. In addition, please complete the pre-paid enclosed card in order for us to begin the compilation of your personal and professional data. As an affirmative action/equal opportunity institution, Central Michigan University is required to request this information. However, completing the form is voluntary.

For your review, I am enclosing informational materials about Central Michigan University and our current programs in HEV. You may obtain additional information by accessing our World Wide page at <http://www.ehs.cmich.edu>

If you have any questions concerning the search process, our department programs, or CMU, please contact me at 989-774-1830 or email me at simon.sez@cmich.edu. We look forward to reviewing your materials.

Sincerely,

Simon Sez, Search Chair
Human Environmental Studies

Appendix B – Interview Confirmation

Department of Counseling and
Special Education
Rowe Hall 208
(989) 774-3205
Fax: (989) 774-2305

June 18, 2008

Dr. Leon Hall
7106 South Chippewa River Rd.
Midland, TX 06523

RE: Confirmation of Interview

Dear Dr. Hall,

The Search Committee of the Department of Counseling and Special Education has scheduled a campus interview with you on January 24, 2006. A member of the committee will meet you at the Grand Rapids International Airport on January 23, 2006. If there are any changes in your arrival times, please contact our office as soon as possible.

Your itinerary is enclosed. During your visit, you will meet the search committee, which includes Drs. Mary Bopeep, Winston Salem, Elijah Sukadah, and myself. If you have any questions regarding your interview or the itinerary, please contact Mrs. Samantha Jones, Administrative Aide, at 989-774-3205.

Sincerely,

Gerald Lavert, Ph.D.
Chairperson, Special Education Search Committee

Appendix C –Regret #1

Department of Educational Leadership
Ronan Hall 320
(989) 774-3206
Fax: (989) 774-4374

June 18, 2008

Dr. Leon Hall
7106 South Chippewa River Rd.
Midland, TX 06523

Dear Dr. Hall,

The Department of Educational Leadership has reviewed your application for the position of Associate Professor of Higher Education. The field of applicants was very competitive. Through our initial screening, we find that your credentials do not match the qualifications that we are seeking and, therefore, your application will receive no further consideration.

The committee appreciates your interest in Central Michigan University and offers you best wishes for your success in locating a position.

Sincerely,

Frankie Avalon, Ph.D.
Search Chair

Appendix D: Regrets #2

Department of Recreation, Parks
And Leisure Services Administration
Finch Hall 214
(989) 774-3858
Fax: (989) 774-2161

June 18, 2008

Dr. Leon Hall
7106 South Chippewa River Rd.
Midland, TX 06523

Dear Dr. Hall,

Thank you for your interest in coming to Central Michigan University to be interviewed for the position of assistant professor of Leisure Studies. The field of applicants was very competitive. It was a difficult choice, but another candidate was selected for the position and has accepted.

The committee appreciates your interest in Central Michigan University and offers you best wishes for your success in locating a position.

Sincerely,

Luther Vandross, Ph.D.
Search Chair

Appendix E - Postponed

Department of Teacher Education
And Professional Development
Ronan Hall 208
(989) 774-3975
Fax: (989) 774-3152

June 18, 2008

Dr. Leon Hall
7106 South Chippewa River Rd.
Midland, TX 06523

Dear Dr. Hall,

Thank you for your interest in the science educator position at Central Michigan University. At this time we find it necessary to postpone the search until fall 2009. Our Affirmative Action Officer informed us that a larger pool of candidates is necessary in order to proceed with the search. In the fall we hope to repost the position, and we would still welcome your application at that time. You would not need to resubmit your existing materials but only provide appropriate updates if still interested.

Please let Samantha Jones, the administrative aide for this department, know via email if you are interested in having us retain your credentials for this anticipated search. She can be reached at jones1sa@cmich.edu.

Again, thank you for applying for this position.

Sincerely,

Connie Francis, Ph.D.
Chair, Search Committee

Appendix F – Moving Allowances

The following are suggested costs for moving allowances. Department chairs should decide what costs are reflective of their actual budgets.

Zone #1 (\$700) - Michigan, Wisconsin, Illinois, Indiana, Kentucky, Ohio, West Virginia

Zone #2 (\$1,000) - New York, New Jersey, Delaware, Maryland, Pennsylvania, Virginia, North Carolina, South Carolina, Georgia, Alabama, Tennessee, Mississippi, Louisiana, Arkansas, Missouri, Iowa, Minnesota, North Dakota, South Dakota, Nebraska, Kansas, Oklahoma

Zone #3 (\$1,200) - Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, Montana, Idaho, Wyoming, Utah, Colorado, Arizona, New Mexico, Texas, Florida

Zone #4 (\$1,500) - California, Nevada, Oregon, Washington, Hawaii, Alaska, International Countries