

**Faculty Search Guidelines for
The College of Arts and Sciences**

January 24, 2012 (Last Revised)

February 1, 2008 (First Issued)

August (or earlier)

1. Department Chair submits to the Dean the following three (3) documents to request any faculty positions that they wish to search of in the coming year:
 - a. Memo of Justification
 - 1) A justification statement based on the program's SCHs and prospective enrollment.
<http://www.uncfsu.edu/humres/forms/FacStaffVacReq.pdf>
 - 2) R/FTE/SCH
The department's R/FTE/SCH score must be included in the memo. If the R/FTE/SCH is not near 100%, an explanation must be provided for why the position should be provided despite the low score. A low score does not prohibit the hiring of additional faculty, but it does make the justification much more difficult.
 - 3) Low producing programs are not a good justification.
 - 4) The best justification is meeting the needs of the students.
 - b. Faculty/Staff Vacancy Requisition Form.
 - 1) Please submit the Faculty/Staff Vacancy Requisition form with a specific position number or a request for a new position. Position numbers must be acquired before a position can be fully approved. Each advertised position must be verified by the Academic Affairs Budget Officer.
 - 2) **No position numbers belongs to a particular department or program.** They are located within Academic Affairs and are allocated to various units by the Provost. Do not assume that replacements are automatic; they all must be justified.
 - c. Advertisement for the position
The Advertisement must include the following:
 - 1) Title of the position, name of the recruiting unit, position description, educational requirements (minimum and preferred), qualifications (minimum and preferred), application deadline (open until filled), affirmative action statement, and employment background check statement. *How to apply using PeopleAdmin can be explained later.*
 - 2) Must request a letter of application, current curriculum vita, official graduate and undergraduate transcripts and three letters of reference are all needed to apply. The letters of references must be from individuals who are familiar with the candidate's employment/work history.

- 3) All positions are opened until filled.
- 4) When possible, the review date is December 1st or earlier for full consideration
- 5) The Search Committee Chair is the contact person
- 6) All advertisements shall include the following statements:

Fayetteville State University is committed to equality of educational opportunity and does not discriminate against applicants, students, or employees based on race, color, national origin, religion, gender, sexual orientation, age, or disability. Moreover, Fayetteville State University values diversity and actively seeks to recruit talented students, faculty and staff from diverse backgrounds.

This position is subject to the successful completion of an employment background check. An employment background check includes a criminal background check, employment verification, reference checks, license verification (if applicable) and credit history check (if applicable).

- 7) The advertisements must be positive, inviting, and attractive to the potential candidates. They should focus on the positive aspects of working at FSU and living in southeastern North Carolina. Avoid harsh-sounding and demanding language about expectations.
2. Once the documents have been reviewed and approved by the Dean, the Dean will prioritize the positions in the College and make a formal recommendation to the Provost

September

1. Department Chair appoints a search committee chair and designates persons to serve on the search committee for any position which a program hopes to have approved to be filled.
 - a. Members of the search committee are not to discuss the candidates' application with anyone other than a fellow search committee member. It is advisable that such discussions only occur during search committee meetings.
 - 1) Each committee member must sign the *FSU Search Committee Confidentiality Statement and Code of Ethics Form*.
 - 2) This requirement does not prohibit search committee members from discussing the process or candidates with the Chair, Dean or Provost or their designee.
 - 3) Once the candidate is selected for an on-campus interview, then their application information will be shared with the other faculty in the department and discussions about the candidate being interviewed are necessary.

- b. The committee should determine early in the process the “rules of the search” and consistently apply those rules. For example:
 - (1) Can committee members, fellow faculty members, or Administrators provide reference letters for candidates?
 - (2) Will candidates be required to provide a presentation of their research?
 - (3) What level of participation in the search will be required for someone to contribute to the candidate report?
 - (4) How will feedback from faculty/staff/students who are not on the search committee be collected and reported?
 - c. Do not discourage any individual from applying for a position for which s/he feels they are qualified, even though you may feel they are not qualified.
 - d. Our goal should be that after the end of the search process, every candidate walks away believing that FSU is a great place to work, even if we decide they are not a good fit.
2. The Search Committee Chair, with the assistance of Department Chair and the Administrative Assistant, is responsible for overseeing the search process, corresponding with applicants, and maintaining search committee records.
- a. All records are kept for a minimum of 3 years.
 - b. Minutes are to be taken at all meetings.
 - c. The Search Committee Chairs are to attend periodic Search Committee Chair meetings with the Dean or his/her designee.
3. The Search Committee, with the assistance of the Department Chair and the Administrative Assistant, reviews and approves the Position Announcements and prepares them for distribution:
- a. They are to be placed in the following locations:
 - 1) PeopleAdmin
 - a) Contact FSU Human Resources for assistance
 - b) The Search Committee Chair and the Department Chair should be listed as the hiring manager so they can have full access to all applications.
 - 2) Discipline specific **national** publications (newsletters and journals)
 - 3) www.higheredjobs.com (via the Dean’s Office)
 - 4) Department website (with links from the CAS website to it)
 - 5) Distribution by email, mail, and at professional conferences
 - b. **Nothing is to be distributed until both the advertisement and the purchase orders are approved by the Dean.**
 - c. All Position Announcements must contain the same information as stated in the advertisement section above.

- d. Flyers
Flyers should also be produced to advertise the position. They are to be handed out at conferences or sent to potential candidates and Ph.D. programs. These flyers should be attractive and professional documents which are likely to excite people to want to apply
 - e. The use of other creative means for distribution and recruitment is strongly encouraged.
4. Search Committee recommends to the Department Chair places in which to submit the position advertisements with an itemized budget. This plan must be approved by the Dean before proceeding.
 - a. Advertisements are to be paid by the unit/department budget although funds are typically transferred to the Department to cover the costs. Typically, these costs should not exceed \$800.
 - b. Absolutely no announcement shall be placed without first completing a purchase order unless done with a p-card.** Failure to follow the proper procedures for purchasing, may result in the employee paying for the advertisement with their own personal funds.
 - c. The Search Committee chair will submit all job announcements to the Dean for final review. **The Dean will ensure that they are placed on higheredjobs.com.** FSU has a contract with higheredjobs.com so if we follow the proper procedures, it will not cost us any money. All other advertisements are submitted by the Department.
 5. **Search Committee Chair coordinates distribution of position announcements to all the appropriate outlets.** Both the Department Chair and the Search Committee Chair are responsible for ensuring that the advertisements are successfully published.

October

1. CAS Dean will hold Search Committee Chairs meetings to provide support and guidance to the search committee chairs and to discuss the process, answer questions, and receive updates.
2. Search Committee establishes procedure for selection of candidates for telephone interviews based on position announcement.
3. Search Committee establishes telephone interview questions to ask each candidate. The questions should be designed to determine if the candidate is a good fit for the position advertised and for FSU.
4. All candidates must be asked the same questions; however, follow-up and probing questions are encouraged to seek greater clarification of the candidates' answers.

November

1. Department Administrative Assistant receives and date stamps all application materials and creates a file for each candidate.
2. Search Committee Chair works with the department Administrative Assistant to Send letters acknowledging receipt of application materials.
3. Search Committee Chair works with the department Administrative Assistant to send letters informing applicants of missing items and asking them to apply via PeopleAdmin if they have not already done so. No one can be hired without applying through PeopleAdmin.
4. Department Administrative Assistant makes a duplicate file of each applicant file for review by the Search Committee. The Search Committee Chair or the Administrative Assistant retains all the original documents.
5. Search Committee Chair should maintain a candidate checklist of items as they come in so that they can keep track of what is missing and follow up with the candidate with a letter requesting missing information.
6. PeopleAdmin should be viewed regularly to see if anyone else has applied through the system.

December

1. The Search Committee meets to select candidates for telephone interviews.
2. A short list of potential applicants must be composed for telephone interviews.
3. After the telephone interviews, the Search Committee meets to select candidates for on-campus interviews.
4. Search Committee submits this list to the Department Chair for approval.
5. The Department Chair requests approval from the Dean to bring candidates to campus for interviews.
 - a. The Dean's Office will typically pay for 2 candidate visits per position.
 - b. No more than one candidate should be brought to campus on the same day
 - c. The travel requests must be in the travel office 10 days before the travel takes place, so it should be in the Dean's Office sooner than that.
 - d. Failure to have travel authorizations approved before the candidate's travel begins may result in the Search Committee Chair being responsible for the travel costs.

6. Search Committee coordinates scheduling dates for interviews with assistance from the department Administrative Assistant.
7. **With the approval of the Dean**, specific candidates are invited for on campus interviews starting in January
8. Search Committee Chair is responsible for coordinating interview itineraries. With the assistance of the department Administrative Assistant, he/she is responsible for making all the appropriate arrangements, including:
 - a. Air Travel
 - 1) It is best to have the traveler purchase their own tickets and get reimbursed,
 - 2) Warn them about keeping costs down to a minimum
 - 3) Do not schedule the interviews so quickly that the cost of travel is especially high
 - 4) Arrangements should be made to pick up the candidate from the airport.
 - 5) We will not pay for rental cars, but we can pay for a taxi to and from the airport and their airport parking.
 - 6) If they are driving to FSU, we can pay for their mileage, if it is less expensive than flying.
 - b. Hotel accommodations
 - 1) If the paperwork is done early enough, the travel office can cut a check to pay the hotel directly for the room
 - 2) Otherwise, the candidate must pay for the hotel room and be reimbursed.
 - 3) Unless the department reserves the hotel room with p-card or credit card, the candidate should be asked to reserve the room with their credit card.
 - 4) Typically, a two-night stay works best.
 - c. Meals
 - 1) Candidates pay for their own meals and then are reimbursed at the **state per diem rate**
 - 2) Faculty's meals are not paid by the Dean's Office
 - 3) The Department Chair may choose to use their own department budget to pay the meal for one faculty escort. However, this too is paid at the state per diem rate and it will not be reimbursed by the Dean's Office.
 - d. Travel Authorization forms must be completed and approved for each candidate **before** the candidate travels. See the directions in reference to travel authorizations in the CAS Faculty Campus Leave and Travel Procedures. A preliminary itinerary should be included with the request.

- e. A memo explaining the purpose of the request for authorization is required.
- f. Travel Reimbursement forms must be submitted as soon as possible after the candidate has left. See the directions in reference to travel reimbursements in the CAS Faculty Campus Leave and Travel Procedures

January / February

1. Search Committee conducts on-campus interviews
2. Search Committee Chair prepares an itinerary of the entire trip to FSU, which should include the following:
 - a. Arrival and Departure - coordinating who is responsible for pickup and delivery of candidate at each stage.
 - b. **Teaching demonstration is required**
 - c. Research colloquium is recommended
-The Committee should consider announcing the research colloquium to interested FSU faculty.
 - d. Meeting with the Search Committee
 - e. Meeting with the Department Chair
-Search Committee Chair will provide the candidate's curriculum vita and letter of interest to Department Chair before the interview
 - f. Meeting with the Dean
-Search Committee Chair will provide the candidate's itinerary, curriculum vita, and letter of interest to the Dean at least 48 hours before the interview
 - g. Meeting with the Provost
-Search Committee Chair will provide the candidate's curriculum vita and letter of interest to the Provost at least 48 hours before the interview
 - h. Tour of the campus
 - i. Tour of the city
 - j. Lunch and Dinner with some or all of the search committee and/or faculty.
-Each person is responsible for their own meal expenses.
3. Share the itinerary, the candidate's vita, and letter of interest with the entire department prior to their arrival on campus. All department faculty should participate in the process.
4. After each interview, Search Committee meets to discuss items to be included in the **Faculty Candidate Report** (examples can be obtained from the Dean).
 - a. Before submitting the candidate reports, the search committee chair will verify the candidates' credentials (publications, education, etc.) and make sure that the candidates' files are complete.

- b. The Search Committee Chair and the Department Chair will report if the candidates will be able to show proof of legal eligibility to work in the United States.

March / April

1. The Search Committee Chair prepares Faculty Candidate Reports on each person interviewed on campus. The Faculty Candidate Report should include a brief description of the candidate and their credentials and a summary of their strengths and weaknesses. The Faculty Candidate Report does not make a recommendation for hiring, although it is usually obvious from the report who the committee believes is the best fit for the position. If any statement in the report is not unanimous among the committee, it should be clearly stated in the report.
2. After all the interviews are completed, Search Committee Chair submits the candidate reports to Department Chair. At least two finalists shall be submitted to the Department Chair for consideration.
3. The Department Chair will make a selection of who he/she wishes to hire and then **personally** conduct a thorough background check on the individual.
 - a. If the Department Chair does not support hiring any of the candidates, this statement should be submitted to the Dean.
 - b. The Chair is ultimately responsible for whomever is hired, so the Chair must personally complete at least three official reference checks.
 - c. This requirement does not prevent other members of the department from using their own contacts and resources to learn more about a candidate.
4. The Official Reference Check Form
<http://www.uncfsu.edu/policy/employment/EmploymentBackgroundChecksFinal3.pdf>
<http://www.uncfsu.edu/acadaff/pdf/HiringReferenceCheckGuidelines.pdf>
 - a. Department Chair must personally contact all references to get more information and to verify the authenticity of the letters of reference. The Department Chair must submit to the Dean three (3) complete (typed) reference check forms, clearly written with complete sentences. Once the Department Chair has received approval to contact the candidate's current employer, at least one of the references must be the candidate's immediate supervisor.
 - b. Other employment related personnel, who are not listed as references, may also be contacted for information about the candidate. Previous supervisors may be an excellent source of information.
 - b. Education Verification
 - 1) Usually done by official transcripts for faculty
 - 2) May require further investigation if questions arise

- 3) Any university transcripts from other countries must be in English and be verified by a reputable source.
 - 4) If questions arise about a candidate's transcripts, the Search Committee Chair should discuss the situation with the Department Chair early in the process so that the transcripts can be properly evaluated.
 - 5) No candidate can be hired unless we can officially verify that they have the appropriate credentials and meet all SACS requirements.
- c. Employment verification
- 1) Department Chair must personally contact the candidate's current and/or former employer and complete a reference check form for them as well.
 - 2) Must get answers to the critical questions on the reference check Form
- d. Criminal Background Check
- 1) The Chair of the Search Committee must send the candidate the form authorizing the backgroundcheck to be signed.
 - 2) The form must be faxed directly to the FSU Legal Affairs Office
<http://www.uncfsu.edu/policy/employment/EmploymentBackgroundChecksFinal3.pdf>
- e. The Department Chair, the Search Committee Members, and the rest of the department should carefully investigate every candidate, including talking with people who are not identified as references and Googling the candidate with internet search engines. We cannot be too careful.
4. If any candidate refuses to allow any of these procedures, the candidate will not be hired.
 5. The Chair, Dean and Provost will decide on the appropriate salary to discuss with the selected candidate. Salaries are determined by market value and equity. However, it is critically important that the Department Chair consult with the appropriate faculty and receive support for the recommended rank and salary.
 - a. The Department Chair will contact the candidate and ask them if they would accept that offer if it were to come from the Chancellor. Only the Chancellor can officially "make an offer." The Department Chair is discussing a potential offer.
 - b. If no, then we can decide to make another offer or move on.

c. If yes, then the Department Chair must submit a completed package to the Dean **which includes a checklist on the front**:

- 1) Memo
 - a) Recommendation from the Department Chair,
 - b) Description of the hiring process
 - c) The reasons this person was selected
 - d) A specific statement that a thorough background investigation was completed by the Department Chair, including:
 - (1) an interview with the candidate's current or most recent supervisor;
 - (2) the verification of their current employment, position, rank, and salary;
 - (3) a comprehensive internet search using Google and other social media;
 - (4) identification of any information which might call into question our hiring decision.
 - e) any special conditions related to the offer
 - f) If hiring an Instructor, who is ABD, include the information from #16 below.
- 2) Letter of application (original)
- 3) Vita
- 4) Letter of recommendation #1 (original)
- 5) Letter of recommendation #2 (original)
- 6) Letter of recommendation #3 (original)
- 7) Undergraduate transcript (official)
- 8) Master's degree transcript (official)
- 9) Doctoral degree transcript (official)
- 10) FSU EPA Application for employment (original)
<http://www.uncfsu.edu/humres/pdf/epaapp.pdf>
 -each candidate must also apply via PeopleAdmin

- 11) Credential Review Form (complete and documented)
<http://www.uncfsu.edu/acadaff/pdf/credentialreviewform.pdf>
- a) This form must be filled out “completely” and precisely and signed by the Department Chair.
 - b) We must be able to demonstrate on this form that the candidate meets SACS requirements for the courses they will be teaching. These requirements must include at least 18 graduate credit hours directly relevant to the courses they are teaching and/or appropriate work or teaching experience which reaches the same level of competency.
 - c) Additional pages can be attached if necessary.
- 12) Three completed reference check forms, one for each reference.
<http://www.uncfsu.edu/acadaff/pdf/HiringReferenceCheckGuidelines.pdf>
- a) Must be completed and signed by the Department Chair
 - b) Must be **TYPED**, neat, complete sentences – professional
- 13) One completed reference check form based on an interview with their immediate supervisor.
- a) We must have a reference check with his/her immediate supervisor. If they do not give us permission to contact their immediate supervisor when we are ready to request a letter of offer to be sent, then we will NOT hire them.
 - b) If they are ABD, contact the Chair of the Dissertation Committee to receive assurance of their date of completion. This information should be in the above memo.
- 14) Recommendation for Employment form
<http://www.uncfsu.edu/acadaff/pdf/RecForm04.pdf>
 -must complete all the boxes
- 15) Photocopy of Visa documentation (if applicable).
 -It is the Department Chair’s and the Search Committee Chair’s responsibility to verify their employment status in the United States.
- 16) If the candidate is ABD, the Chair should interview the candidate’s Dissertation Committee Chair to determine when they anticipate the candidate will complete their dissertation and graduate. All this information must be included in the memo above.
- a) If hiring an ABD candidate, who anticipates completing before their hire date, a backup plan should be in place for the candidate to be hired as an Instructor in case the doctorate is not earned in time for them to be hired as an Assistant Professor. This usually involves submitting two separate Recommendations for Employment one as an

Assistant Professor at a particular salary and one as an Instructor at a reduced salary.

- b) When hiring someone as an ABD Instructor, the memo should clearly state when that they are expected to complete their PhD within one year and upon completion, they will be appointed to the position of Assistant Professor at a particular salary.
 - c) It should be made clear to the candidate that failure to complete their degree in that first year may result in them not receiving another contract.
 - d) With the support of the Department Chair and the faculty, it may be possible to retain an Instructor for up to three years.
 - e) No one can be moved from Instructor to an Assistant Professor without official documentation from their university's registrar that they have completed all the requirements for their degree.
 - f) Progress toward their degree should be closely monitored.
- 17) A separate justification memo may be required explaining why filling this position is essential to the university. This memo may be submitted to the Chancellor by the Provost to receive approval.

May

1. Packages should not be sent forward to the Dean until they are complete, unless there is a memo attached identifying precisely what is missing and when it is expected to arrive.
2. Once the paperwork is completed, forwarded to, and approved by the Provost, the contract office will send out a letter of offer. If signed, and sent back, a contract will be forthcoming.
3. After the letter of offer is signed and returned, the Search Committee Chair will send a letter informing all applicants that the search has been terminated
4. PeopleAdmin should be updated to reflect changes in the status of each candidate.
5. The hiring process comes to an end.
6. All documents related to the hiring process must be saved for at least 3 years.

I cannot stress enough how important it is to stay on task. In order to get the hire the best candidate, to avoid paperwork and hiring problems, and to keep the process moving smoothly, it is essential that we complete these tasks as early as possible.