

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

August 1, 2010 (Last Revised)

February 1, 2008 (First Issued)

August (or earlier)

1. Department Chair submits to the Dean the following documents to request any faculty positions that they wish to search of in the coming year:
 - a. A justification statement based on the program's SCHs and prospective enrollment.
<http://www.uncfsu.edu/humres/forms/FacStaffVacReq.pdf>
 - b. 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 approved. Each advertised position must be verified by the Academic Affairs Budget Officer. **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.
 - c. Advertisement for the position

2. The Advertisement must include the following:
 - a. 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.*
 - b. 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.
 - c. All positions are opened until filled.
 - d. The review date is December 1st or earlier
 - e. The Search Committee Chair is the contact person
 - f. 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, 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).

3. 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.
4. 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 candidate's application with anyone other than a fellow search committee member. It is advisable that such discussions only occur during search committee meetings.
 - 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?
 - 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 support staff, 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 reviews and approves the Position Announcements and prepares them for distribution:
 - a. They are to be placed in the following locations:
 - 1) People Admin – contact FSU Human Resources for assistance
 - 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. Position Announcements must contain the same information as stated in the advertisement section above.
- b. 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
4. Search Committee recommends to the Department Chair places in which to place ads, with a budget.
 - a. Advertisements are to be paid by the unit/department budget although funds are typically transferred to the Department to cover the costs. 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**
 - 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](http://www.higheredjobs.com).** FSU has a contract with [higheredjobs.com](http://www.higheredjobs.com) so if we follow the proper procedures, it will not cost us any money.
5. Search Committee Chair coordinates distribution of position announcements to all the appropriate outlets..

October

1. CAS Dean will hold Search Committee Chairs meetings to discuss the process, ask questions, and provide updates.
2. Search Committee establishes procedure for selection of candidates for telephone interviews based on position announcement.
3. Search Committee establishes telephone interview questions.

November

1. Department Office Assistant receives and date stamps all application materials, using a **Candidate Checklist** to log all items received, and creates a file for each candidate.
2. Search Committee Chair works with the department Office Assistant to send letters acknowledging receipt of application materials.
3. Search Committee Chair works with the department Office Assistant to send letters informing applicants of missing items and asking them to apply via People Admin if they have not already done so.
4. Department Office Assistant makes a duplicate file of each applicant file for review by the Search Committee.
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.

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. Search Committee meets to select candidates for on-campus interviews.
4. Search Committee submits this list to the Department Chair.
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.
6. Search Committee coordinates scheduling dates for interviews with assistance from the department Office Assistant.
7. With approval of the Dean, specific candidates are invited for on campus interviews starting in January
8. Search Committee Chair coordinates interview itineraries, with assistance from the department Office Assistant, 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
- b. Hotel accommodations (If the paperwork is done early enough, the travel office can cut a check to pay the hotel directly for the room)
- 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.
- d. Travel Authorization forms must be completed for each candidate before their arrival. See the directions in reference to travel authorizations in the CAS Campus Leave Procedures. A preliminary itinerary should be included with the request.
- e. 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 Campus Leave 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
 - 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 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 Dean prior to their arrival on campus.
 4. After each interview, Search Committee meets to discuss items to be included in the **Faculty Candidate Report**.
 - 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 also 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, summarizing The strengths and weaknesses of each candidate. The committee does not make a recommendation for hiring.
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. The Chair is personally responsible for conducting the three official reference checks, but everyone in the department should participate in conducting a background check to look for potentially problematic behavior.
 - a. Reference Checks
 - 1) 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 (see below).

<http://www.uncfsu.edu/acadaff/pdf/HiringReferenceCheckGuidelines.pdf>

- 2) Other employment related personnel, who are not listed as references, may also be contacted for information about the candidate.
 - b. Education Verification
 - 1) Usually done by official transcripts for faculty
 - 2) May require further investigation if questions arise
 - 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) Must send the candidate the form authorizing the background check to be signed.
 - 2) The form must be faxed directly to the FSU Legal Affairs Office <http://www.uncfsu.edu/policy/policies/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.
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.
 - 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) explaining the hiring process
 - c) and the reason this person was selected
 - d) any special conditions related to the offer
 - 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) 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>
 -This form must be filled out "completely" and precisely
- 12) Three completed reference check forms, one for each reference.
<http://www.uncfsu.edu/acadaff/pdf/HiringReferenceCheckGuidelines.pdf>
 - a. Must be completed 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.
- 14) Recommendation for Employment form
<http://www.uncfsu.edu/acadaff/pdf/RecForm04.pdf>
 -must complete all the boxes
- 15) 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. This information should be included in the packet
 - a. A backup plan must 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.
 - b. The candidate can be retained no more than three years without completing their terminal degree.

1. Packages should not be sent forward to the Dean until they are complete.
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. The hiring process comes to an end.
5. All documents related to the hiring process must be saved for at least 3 years.