

RESPONSIBILITIES OF FACULTY SEARCH COMMITTEES SERVING IN THE APPOINTMENT OF ASSISTANT PROFESSORS, ASSOCIATE PROFESSORS, AND PROFESSORS

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The information in this document is a guide to the essential steps to be taken in conducting searches for Assistant Professors, Associate Professors, and Professors. Questions concerning Affirmative Action, including search procedures for other full-time, permanent instructional positions (such as lecturers and visiting faculty), should be addressed to the Affirmative Action Representative in your unit. Typically, the department head¹ identifies candidates for part-time appointments and temporary replacement appointments without involving a search committee.

I. Appointment of the Committee

The academic units rely on committees to identify and screen applicants for full-time vacant faculty positions. The department head will recommend to the dean the names of faculty members to serve on the search committee. After reviewing names of possible search committee members, the dean will appoint the search committee. The Provost should receive a copy of the dean's memorandum appointing the search committee. It is not necessary to secure the Provost's approval of committee members for searches.

A search committee will include primarily faculty members of the department in which the appointment is to be made. In a search for someone at the two higher ranks, there shall be at least one representative from another unit or department. In searches to fill positions at the level of Assistant Professor or below, an outside member is optional.

The functions of the search committee include:

- assisting with development of the job description and the criteria for the position,
- assisting with development of the recruitment plan for the position,
- seeking and finding qualified applicants who are interested in applying for the position²,
- conducting an active search for qualified applicants from groups whose appointment would further faculty/staff diversity and equal opportunity employment,
- receiving, reviewing, and evaluating the applications of the candidates,
- conducting interviews of the top candidates for the position,

¹ For the purpose of this document, "head" refers to department chair, department head or program director.

² While it is expected that a search will produce a number of qualified candidates, there is no minimum number of candidates which must be interviewed for a position.

- submitting evaluations of the final candidate(s) to the department head or dean.

The charge to the search committee will vary according to the needs for each position; however, it should address the following:

- general timeframe for the search;
- the University's goals to increase faculty diversity;
- whether the unit administrator chooses to specify a minimum or maximum number of candidates to be forwarded to him/her for final review;
- resources available to support the activities of the committee and pay for the expenses of candidates to be invited for interviews;
- administrative guidelines and tasks involved in the recruitment and screening processes (this includes the search committee guidelines, the search leader's checklist, and University Affirmative Action guidelines); and
- the importance of confidentiality in the recruitment process.

II. Affirmative Action Procedures

The search committee will review the Affirmative Action goals of the University and will make special efforts to identify and recruit minority and women candidates. This effort should involve consultation with the Affirmative Action Representative for the College/School and, if necessary, with the Affirmative Action Representative for Faculty Personnel Services.

In its first meeting, the committee will review its affirmative action responsibilities, including the recruitment process using *UNCGjobsearch*. It is essential that both the committee and the members of the academic unit involved in the search discuss mechanisms and strategies to be followed in achieving the University's affirmative action goals. At least one member of the committee should pay special attention to the committee's work to attract and review minority candidates.

Once the search committee determines the criteria for the position, an EPA Faculty requisition must be created in the *UNCGjobsearch* system. The task of creating the requisition is the responsibility of the committee member charged with paying special attention to minority recruitment or a designated Hiring Assistant. **The announcement must be submitted with the requisition and approved by the University Affirmative Action Officer before any external publication can be made.**

The announcement must refer to the University as an equal opportunity/affirmative action employer. The following statements were taken from ["Instructions for Completing Affirmative Action Compliance Reports for Faculty Appointments"](#) issued by Human Resources (HR). "Job

announcements of any kind must, by law, contain a reference to the University's compliance with Affirmative Action requirements. The University uses the abbreviations, EOE/AA/M/F/D/V, or the following wording to accomplish this: The University of North Carolina at Greensboro is committed to equality of employment opportunity and does not discriminate against applicants or employees based on race, color, religion, sex, sexual orientation, gender identity or national origin, political affiliation, genetic information, veteran's status, disability, or age. Moreover, The University of North Carolina at Greensboro is committed to recruiting and advancing women and minorities at all faculty/staff levels. **Announcements and other publicity about positions should not contain sex-referent language."**

III. Advertising

A. Media for Advertisements

Most positions are advertised in electronic or print media which have a national or international audience, e.g., *The Chronicle of Higher Education* and journals or newsletters published by national or international professional organizations. Occasionally, it is determined that a position can be filled most appropriately through a search limited to the state, region, or campus and the dean authorizes advertisements to be placed in media which serve the area of the search. (See Section C below.) Search Committees are encouraged to recruit externally through at least two diverse recruiting sources to fill faculty vacancies. (PUT A LINK TO DIVERSE RECRUITING SOURCES HERE)

Minority Faculty Applicant Database (MFAD) – It is requested that all faculty searches be posted in *The Academic Network* (Minority Faculty Database), of which the Office of the Provost is a member. With UNCG's membership, there is no direct cost to departments to use this advertising medium, which exposes the ad to a large, diverse group. Departments have the opportunity to submit unlimited faculty employment listings which are then posted to the MFAD website and distributed to professional ethnic minority organizations. To post an employment listing with MFAD:

1. Email the faculty employment position announcement as a Word attachment to: theacademicnetwork@gmail.com. (Note: multiple employment listings can be included in the Word document if desired. Also, please provide the official link to our Human Resources job page - <https://jobsearch.uncg.edu/>.)
2. Type **MFAD Posting from UNCG** in the subject line of the email;
3. In the body of the email, indicate how long you would like the employment posting to run (example: 1 month, 3 months, 6 months, etc.). (Note: You may withdraw the posting at any time by simply sending an email to the same address theacademicnetwork@gmail.com and requesting a withdrawal of the posting.)

A confirmation email is sent from MFAD indicating receipt of the submission for posting. Please note that faculty employment opportunities are distributed to the MFAD registrants on the 1st and 15th of each month. The deadline for faculty employment listings is three (3) business days before each MFAD is distributed. Example: August 12 would be the

appropriate deadline for the August 15 MFAD distribution. For more information, you may visit the MFAD website at <http://www.theacademicnetwork.net>.

The Graystone Group- UNCG has an affiliation with The Graystone Group, a company that specializes in professional recruitment advertising, in order to provide departments a cost effective option for placing ads with newspapers and professional journals, including the Chronicle of Higher Education. Graystone will place ads in a publication or web service of the search committee's choosing, provide a professionally designed ad, and will do this at a reduced cost. Given the substantial discounts offered through Graystone, search committees are strongly encouraged to use this service. To place an ad with Graystone, email the following information to ads@graystoneadv.com:

- Name of publication or web service,
- Date or dates when you want the ad to run,
- Ad text,
- Whether the ad should be a "Display ad" with logo or "In column" ad,
- Name, department, telephone and email address of a contact on the search committee

A Graystone representative will contact the search committee with an exact price quote and a proof of the ad. Graystone will not place the ad until they have received UNCG approval.

Other effective ways to publicize a vacant position include contacts at professional meetings, telephone calls and letters to colleagues at other institutions, and letters or position announcements sent to institutions, agencies or organizations.

B. Duration of Search

Faculty searches must be open for a minimum of three weeks. Advertisements do not need to include a closing date, but search committees must be able to document a three-week period after an advertisement is placed/published during which applicants were considered for the position(s). See Section D.3. below on content of advertisements.

C. Scope of Search

Ordinarily, the competitive search conducted to identify applicants for full-time faculty positions will be national in scope. However, the administrator conducting the search may determine that the University interests are adequately protected by conducting a more restricted search of smaller scope-regional, local or campus-or from a pool of applicants generated by a previous search.

D. Content of Advertisements

All advertisements must include:

1. **The academic expectations and/or qualifications that will be used to screen applications and make an employment decision.** It may be useful to distinguish between the minimum

required for appointment and what, in addition, is preferred. (**Note:** The advertised expectations and/or qualifications must be applied to all applicants: i.e., if an applicant is excluded from consideration for lack of a credential identified as a requirement for the position, all applicants who lack that credential must be excluded.)

2. **The UNCG affirmative action statement as described in Section II above.**
3. **The starting date of the appointment and the schedule for the search.** In cases where the search is expected to be straightforward, the statement might read, for example:

“Position available August 16, 20XX; deadline for receipt of applications is February 1, 20XX.”

If this wording is used, only applications received by the deadline may be considered.

For most searches, more flexibility is needed and a statement such as the following is preferred:

“Position available August 16, 20XX, or January 1, 20XX. Review of applications will begin immediately (or a specific date may be listed), and continue until the position is filled.”

In this case, any application received before an offer of appointment is accepted may be considered.

4. **Instructions for applying, including materials to be provided.** Typically, such materials include curriculum vitae, letter of application relating qualifications to requirements for the position, and the names/addresses/telephone numbers of a specified number of persons knowledgeable about the applicant's background and qualifications. Required documents must be uploaded into UNCGjobsearch when applying for vacant positions. The Committee may also choose to have applicants upload a research statement, teaching philosophy, copy of unofficial transcript, reference letters, and/or a link to portfolio or recordings.

The UNCGjobsearch system allows for the collection of confidential Letters of Reference/Recommendation to be uploaded by the actual Reference Provider, on behalf of the applicant, via Automated Reference Letter Collection.

E. Foreign Nationals and Printed Advertisements

It is possible that a foreign national (non-U.S. citizen) will be selected as the most qualified candidate for a position. It remains acceptable to use a publication in a print edition of a national professional journal, but it may be that advertising in an electronic or web-based journal better represents the recruitment typically undertaken for a position and that this change may save in recruitment costs. **Regardless of whether in print or published**

electronically, the advertisement for the job must have been placed during the recruitment period prior to the selection of foreign worker.

It is important to note that the Employment and Training Administration (ETA) requires the following for all electronic ads; specifically, with regard to a web-based or electronic journal:

1. The job listings in the journal must be viewable to the public without payment of a subscription and/or membership charge;
2. The job posting must be for at least 30 calendar days.
3. Documentation of the job posting must include evidence of the start and end dates of the ad and the text of the advertisement. Best practice would be to retain screenshots of the posting on its first and last day. Alternatively, an invoice or other correspondence provided after the last day of publication may be acceptable;
4. With regard to the content of the advertisements, it is imperative that the language indicate the actual minimum requirements for the position. ETA has taken the position that “preferences” listed in an advertisement are de facto requirements. Further, any request for experience should be quantified. This is true for both traditional print advertisements and those in electronic form.

Application for alien labor certification is a step in the employment-based permanent residency process and is usually necessary when a foreign national is chosen for a vacant position. Additionally, hard copies of all recruitment efforts should be maintained in the search files.

V. Determination and Approval of Candidate Visits

Candidate visits at the rank of Assistant Professor are approved by the dean upon recommendation from the department head. Three candidates per position may be selected for visits in this manner. Requests for more than three candidates must be made to the Provost.

Candidate visits at the rank of Associate Professor or Professor must be approved by the Dean, upon the recommendation of the department head. Normally, two candidates for a position are invited, but the number may vary. Recommendations for approval of the visit should be forwarded to the Dean two weeks in advance of the visit, accompanied by the documentation detailed below.

Materials on all candidates proposed for visits include:

- a. *Curriculum vitae*;
- b. Letters of recommendation;
- c. Summary reviews and evaluations by members of the departmental faculty of the candidate’s research and writing; and

- d. Summary notes from telephone interviews with the candidate and/or references.³

VI. The Campus Interview Process

The dean or department head, in cooperation with departmental faculty and the search committee, is responsible for making all arrangements for the candidate's visit.

The Provost interviews candidates at the department head and excellence/titled professor level and is pleased to meet with candidates below this level (schedule permitting) if the Dean wishes. The Provost does need to review the *curriculum vitae* and approve any offers that would include a tenured appointment.

In all instances when interviews are scheduled, the department head will arrange to provide the officers conducting the interviews with *curriculum vitae*, letters of recommendation, and other materials on the candidate at least one week in advance of the interview.

Candidates for whom English is a second language may be required to make a formal presentation (e.g. teach a class, make a research presentation, or submit a video of teaching) to enable an assessment of their command of the English language in a teaching context.

Packets of materials regarding the University will be available in each dean's office for distribution to candidates in a manner decided by the individual dean. Travel reimbursement will be processed by personnel designated by the dean.

VII. Avoiding Discrimination

The law recognizes two types of employment discrimination claims: intentional discrimination and disparate impact (whether the hiring standards applied have a disparate impact on a protected group). To avoid such claims, it is important to have well-documented justifications for the legitimacy of all hiring and employment decisions.

Throughout the screening process, it is imperative that the reviewers apply the advertised expectations and/or qualifications for the position to all applicants in the same way; i.e., if an applicant is excluded from consideration for lack of a credential identified as a requirement for the position, all applicants who lack that credential must be excluded.

Please see [A Guideline for Nondiscriminatory Interviewing](#) for additional information.

³ In addition to reviewing credentials, it is recommended that phone calls be made to check references of candidates. In most cases, the search committee would be expected to contact individuals not included by the candidate as references. As a courtesy, it is recommended that the search committee inform the candidate before such individuals are contacted.

VIII. Expenses

Expenses associated with a search for a new faculty member are managed by the unit that is conducting the search. The Provost may provide some state resources to help defray search costs when the position is allocated to the unit or when the Provost's permission to search is granted. Any expenses not covered by the allocation from the Provost, including, but not limited to, travel, advertising, and entertainment of the candidate during the course of their interview schedule, are covered by funds available to the unit in which the search is being conducted. The standard rates of reimbursement for travel expenses apply in all of these cases.

IX. Final Review of Search Results

The *Hiring Proposal - Initial* should be created in *UNCGjobsearch* as soon as possible after the interviews. The chair of the search committee will work with the department head in the preparation of written evaluation of the candidates. These written evaluations will be forwarded to the dean. Subsequently, communications should take place between the search committee chair, the department head, and the dean regarding these evaluations. The dean will then communicate his/her selection of a recommended candidate to the department head. The designated officer will then recommend the chosen candidate for hire in *UNCGjobsearch*. This may not be completed until the dean has selected a final candidate for recommendation.

The *Hiring Proposal – Initial* is then completed by the designated officer and transitioned through the system to the department head and dean for review and approval.

In regard to the selection of candidates for interview and for the final selection, the sections on "Justification for Hire" should reflect the qualifications referenced in the position announcement and in the criteria that guided the selection. The dean will then transition the *Hiring Proposal - Initial*, to the Provost. **No formal letter of appointment can be made without final approval of the *Hiring Proposal* by the University Affirmative Action Officer.**

Foreign National Finalist—It is legal and appropriate to ask whether a candidate is a U.S. citizen or permanent resident and, if not, whether he/she is legally authorized to work in the United States on a full-time basis. **It is not legal to ask the nationality of a candidate.** If the recommended candidate is not a U.S. citizen or permanent resident, Immigration Services in the Office of the Provost should be consulted to review the candidate's current visa status and employment eligibility. Immigration Services will then advise and assist the recruiting unit with the procedures for hiring a foreign faculty member.

UNC System Finalist—If the finalist is currently employed at another campus within the University of North Carolina system, the following procedure must be followed:

- The Provost at UNCG must notify the Provost from the other campus when the selection is made.
- The current campus of the employee may request the terms of the offer within 5 days to make an equivalent offer.

- No offers of an academic appointment can be made within 90 days of the start of a semester unless mutually agreed upon by authorized campus officials.
- Upon hiring an employee from another campus, any transfer of a contract or grant or equipment can only be accomplished with the approval of both Chancellors.

The full text of the *Regulation on Recruitment of Employees from Other Campuses within The University of North Carolina* (300.2.7[R]) can be viewed at <http://www.northcarolina.edu/policy/index.php?tag=300.2.7%5BR%5D>

X. Informal Offer and Background Check

UNCG policy requires a criminal background check for any applicant who is not currently a UNCG employee and has been selected as the final candidate for any position at UNCG.⁴ Additional credit history and driving history checks may also be required dependent upon the nature of the job responsibilities. A consumer reporting agency that has a contractual relationship with UNCG will provide this report. Once the *Hiring Proposal – Initial* is approved, the department will contact the final applicant to make an informal offer of employment.

If the informal offer is accepted, the department will provide the candidate with instructions for completing the [Background Check Disclosure Notification](http://web.uncg.edu/hrs/Recruitment/Background_Check/disclosure.doc) form, which is located at http://web.uncg.edu/hrs/Recruitment/Background_Check/disclosure.doc and the [Post-employment Personnel Form \(PD7a\)](#) which is located on the [Faculty Personnel Services website](#). Departments must indicate if there is a need to complete a credit history and/or driving history check in addition to the mandatory criminal background check.

The candidate must complete the *Background Check Disclosure Notification Form* online and submit it by mail, fax (336-334-5585) or hand-delivery to Human Resources for completion of the background check. The candidate must also submit a completed and signed hard copy of the PD7a to Faculty Personnel Services in the Office of the Provost, PO Box 26170, Greensboro, NC 27402-6170.

Candidates for faculty positions may not begin work prior to completion of the background check. If unsatisfactory results are received, the Office of the Provost will consult with the hiring unit to determine whether the results of the background check render the candidate ineligible for employment.

Candidates who refuse to consent to a criminal background check are not eligible for employment. (For detailed information, see [Recruitment – Background Check Procedures](#), located at: http://web.uncg.edu/hrs/recruitment/background_check/procedures/.)

After the notification is received, departments must then complete the *Hiring Proposal – Final* in

⁴ The background check requirement applies to any new employee who is scheduled to assume duties on or after January 1, 2008.

UNCGjobsearch and transition it to the department head, and dean for approvals. The Provost, or designee, will then approve. Faculty Personnel Services will use the *UNCGjobsearch Hiring Proposal* to initiate the formal appointment.

XI. Discontinuation of Search

Faculty Personnel Services and the University Affirmative Action Officer must be notified by mail at the end of the academic year if the committee, the department head, and the dean do not anticipate making a formal appointment. The search must be canceled by the Hiring Assistant through *UNCGjobsearch* system. The search may be reopened in the fall, after the Provost has approved recruitment and retention in the line. **A new posting must be created in the *UNCGjobsearch* system** to formally reopen the search.

XII. Retention of Search Files

The University is required to keep the files of all applicants for faculty positions for three years in order to respond to any questions that arise about search, screening, or appointment decisions.⁵

The official personnel files of successful applicants are maintained in Faculty Personnel Services once the individual accepts the position and working files are kept as needed in the offices of department heads and deans. The files of all other applicants are stored in the department until they are scheduled to be destroyed.

⁵ If official action has been initiated, such as a pending litigation, claim, audit, the files must be retained for one year after completion of the action and resolution of the issues involved.