



Search Procedures
in the College of Education
for Filling Full-Time Faculty Positions

NEW - REVISED

September 2007
Seventh Edition

College of Education
Search Procedures
for
Full-Time Faculty Positions¹

Faculty search procedures in the College of Education are guided by the *Academic Personnel Procedures Handbook*, “Faculty Recruitment Process” (Chapter 2). All personnel involved in conducting searches are encouraged to consult this document when questions arise. The web address is as follows: www.provost.uncc.edu/epa/handbook/chapterII.htm.

The search for and employment of new full-time faculty colleagues is one of the most important tasks and one of the greatest privileges of the College of Education. The search process is a shared responsibility among the Dean, Department Chair, Faculty Search Committee, and College faculty and staff. It is our shared aim to recruit and employ highly talented, qualified, and diverse faculty who share our commitment to prepare excellent education professionals and expand knowledge in our fields.

The major responsibility for organizing and conducting each search resides with the Chair of the department in which the position will be housed, with the expectation of regular consultation with the Dean throughout the search process. The Faculty Search Committee, appointed by the Chair in consultation with the Dean, plays a major leadership role as well.

The Search Procedures that follow begin at the point that the position has been vacated or allocated to the College by the Provost and that the Dean has assigned the position to a specific Department/program for a specific purpose. Listed below are the tasks and activities relevant to conducting a search, with the identification of the person(s) primarily responsible for each activity.

Task or Activity	Person(s) Responsible
1. Organizing for the Search	
1.1 Identify the departmental staff person who will provide staff support for the search (e.g. correspondence, maintenance of files, travel arrangements for campus visits, etc.)	The Department Chair
1.2 Establish a budget for the search and allocate appropriate funds to the Department	The Dean
1.3 Define the <u>responsibilities</u> of the position and the minimum required <u>qualifications</u> of the individual hired.	The Dean and the Department Chair

¹ To the extent feasible, the search procedures and responsibilities described here for filling full-time faculty positions should be adapted to searches to fill other instructional and instructional support positions in the College, including searches for department chairs, other College administrators, academic advisors, limited term faculty positions, externally funded professional staff, etc.

- 1.4 Draft a one-page position announcement that includes the information in 1.3 and other contextual and procedural information for applicants. The advertisement and announcement must require our on-line application process, reference our website at <https://jobs.uncc.edu> and list documents to be included electronically with the on-line profile (e.g. vita, letter of interest, references).

The Department Chair

In addition to the responsibilities of the position and the qualifications of the individual hired, the announcement should also include:

- *A brief description of the University, College, and department in which the position will reside.*
- *The title, rank, tenure status (or length of term), and starting date of the position.*
- *Guidelines for applying, including the materials expected: a cover letter relating experiences to responsibilities; a curriculum vita; copies of transcripts; the names, addresses, and telephone numbers of five references; and any additional materials desired.*
- *The brief description should follow the recommendations of The College of Education Recruitment and Retention Plan for Students and Faculty from Underrepresented Groups by including the College's statement of commitment to diversity on every job announcement and by required that applicant's demonstrate their ability, through a written statement, to contribute to the College's diversity efforts.*
- *The deadline for applications or date on which review of applications will begin (e.g. Position available August 16, 20xx. Review of applications will begin November 15, 20xx and will continue until the position is filled.*
- *The University's standardized affirmative action statement: "UNC Charlotte is an equal opportunity, affirmative action employer." This statement may be expanded to include: "Women, members of minority groups, and persons with disabilities are encouraged to apply."*

In addition to being distributed and posted, this one-page

announcement will be used to prepare the copy for more succinct

paid medial advertisements in local, state, and/or national publications.

1.5 Create a search committee and name a committee chair.

The Dean and the Department Chair

Search committees should typically consist of five or six members. Most of the individuals, including those from the College and those from other relevant University departments should have perspectives and expertise directly relevant to the position being filled, but one of the individuals should bring a more general College perspective to the committee's work. In addition, depending upon the position, it may be valuable to include a student and/or a person from the field on the committee; if so, these individuals have full voting privileges. Efforts should also be made to create a search committee that has gender and ethnic diversity. The chair of the committee should be from the College and should be appointed by the Department Chair, rather than elected by the committee, and the chair should typically be a more senior faculty member on the committee.

To create a search committee, the Department Chair should consult with the Dean and subsequently talk informally with those who have been identified as potential search committee candidates. (Determining the membership of search committee that involves distinguished professorships or endowed chair positions requires consultation with the Provost.) Assuming concurrence of those invited to serve, the Dean and Department Chair through memoranda will formally appoint the search Committee and convene for it initial organizational meeting.

1.6 Develop a preliminary timeline for the search, including important deadlines and decision points.

The chair of the search committee & dept. staff person for faculty searches

1.7 Develop and initial draft of a **Faculty Recruitment Plan** (Form AA-02) that is appropriate for the position and will produce a deep and rich pool of highly qualified candidates. The web address for AA-02 is www.provost.uncc.edu/epa/forms/htm. The faculty recruitment plan includes:

The Department Chair, the chair of the search committee & dept. staff person for faculty searches

- *Position information*
- *Recruitment information*
- *Departmental profile*
- *Advertising plan*

The advertising plan should include an appropriate mix of the following:

- *Paid advertisements in local, state, and national media including both general and specialized publications.*
- *Free web postings through appropriate professional associations*
- *Mailings to local school districts, state agencies, University departments, etc. requesting nominations and/or applications.*
- *Telephone calls to appropriate groups and individuals requesting nominations and/or applications.*
- *Conversations at professional meetings requesting nominations and/or applications.*
- *Target recruitment activities to increase the diversity of the candidate pool.*

This written plan is presented to the Dean for approval.

1.8 Conduct an organizational meeting of the search committee

With the help of the dept. staff person responsible for faculty searches, the Department Chair will convene the newly created search committee for an organizational meeting during which the Dean, Department Chair, search committee chair, and dept. staff person will review, discuss, and (as appropriate) finalize the following with the full search committee:

- *The function of the committee outlined in these procedures and the University's personnel policies and guidelines including the nature of the committee's final recommendation (see 7.1 & 7.2 below).*

The Dean, the Department Chair, the chair of the search committee, and the dept. staff person for faculty searches

- *The specific roles and responsibilities of the chair of the search committee, the other members of the committee, the Department Chair, the Dean and the dept. staff person for faculty searches (this calls for a brief overview of the critical steps outlined in this guide).*
- *The commitment of the College and University to recruit and retain faculty from underrepresented groups.*
- *The position announcement developed for the position (see 1.4 above).*
- *The timeline for the search (see 1.6 above)*
- *The **Faculty Recruitment Plan** for the search (see 1.7 above).*
- *The importance and responsibility of the search committee to engage in aggressive and proactive recruitment and, thereby, create a rich, highly qualified, and diverse pool of applicants.*
- *The next steps in the search committee's work*
- *The importance of confidentiality throughout the process.*
- *The support services, budget, and other resources available during the search, including those of the University's Affirmative Action Officer.*

1.9 Inform the College community that the search has been initiated and identify the committee members. Include a copy of the position announcement, and solicit the help of others in identifying highly qualified and diverse potential candidates.

The Dean and the Department Chair

2. Recruiting Qualified Candidates and Developing a Strong Applicant Pool.

2.1 Finalize the **Faculty Recruitment Plan** for the search

The chair of search committee, the Department Chair, and the dept. staff person for faculty searches

2.2 Develop specific copy for local, state, and national advertisements based on the one-page position announcement, and

The chair of the search committee with the help

- then given budget allocations for the search, determine both when and how often these advertisements will appear. Send copies of the advertisements to the University's Affirmative Action Office.
- of the dept. staff person for faculty searches
- 2.3 Consult with the Dean about the advisability of developing College-wide advertisements (e.g. Chronicle of Higher Education) that list multiple faculty positions. Search committee chair, Department Chair, Dean
- 2.4 Append copies of both the position announcement and the proposed advertisements to the **Faculty Recruitment Plan**, and submit the paperwork and attachments to the Department Chair and Dean for their approval. The chair of the search committee with the help of the dept. staff person for faculty searches
- 2.5 Prepare and forward copies of the approved **Faculty Recruitment Plan** to the University's Affirmative Action Officer, the Department Chair and the file for the search. The dept. staff person for faculty searches.
- 2.6 Update the College's **Status Report on Faculty Recruitment And Use of Dean's Pool Positions.** The Dean with the help of the Dean's Administrative Assistant.
- 2.7 Place the proposed advertisements. Billing for the College-wide ad placed in the Chronicle of Higher Education will be managed in the Dean's Office. Other ads (e.g. in specialized professional journals) should be placed by the Department and billing managed through the Department's budget for searches. The search committee chair with the help of the Dean's Administrative Assistant and the dept. staff person for faculty searches
- *Send electronic copy of advertisement to the Dean's Office to be placed on the College website.*
- 2.8 Aggressively implement the rest of the recruitment plan, including distribution of mailings, telephone calls, and conversations at professional meetings. The search committee with the help of the dept. staff person for faculty searches
- The success of any search is most dependent on the richness of the candidate pool. Generating such a pool is a major responsibility of the search committee and requires aggressive and proactive recruitment of qualified diverse candidates.*

2.9 Keep the Department Chair informed of the committee's recruitment activities.

The chair of the search committee

3. Receiving Applications and Screening Applicants.

3.1 A guest user account is assigned by Human Resources. The search committee Chair and dept. staff person distribute this information to all search committee members. This enables all search committee members to view all electronically submitted application materials. The website to access applications is: <https://jobs.uncc.edu/hr>.

The search committee chair & dept. staff person for faculty searches

3.2 Develop procedures for managing electronic and non-electronic materials received.

The Department Chair, the search committee chair, and the dept. staff person for faculty searches

These procedures should include:

- *Developing a tracking sheet for logging materials as they are received and tracking them as they move through each step in the search process.*
- *Creating a separate file for each candidate.*
- *Developing a master list of candidates as applications are received.*

3.3 Develop an evaluation form (including appropriate rating scales) that is derived from the qualifications in the position description and that will be used by the search committee members as they review each application during the committee's initial paper screening.

The search committee with the help of the dept. staff person for faculty searches

- *The evaluation form must match the qualifications specified in the position description. That is, the criteria in the evaluation form may provide more detail about the announced qualifications, including weighting them, but the evaluation form should not eliminate, contradict, or add to the original list of qualifications for the position. If distinctions are drawn in the position between the "minimum required" and "other desired" qualifications, these distinctions should also be reflected in the evaluation form. A practice or mock evaluation of a sample file may be a helpful way to clarify the*

position criteria, validate the content of the evaluation form, and increase interrater reliability.

- *Include evaluation of applicant's ability to contribute to the College's diversity efforts on the rating sheets.*

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| 3.4 | As applicants apply for positions, an automated acknowledgement email is generated provided that they include their email address. | PeopleSoft Online application system |
| 3.5 | Update the master list of candidates (see 3.2 above) as applications are received. | The dept. staff person for faculty searches |
| 3.6 | Use the committee's standardized evaluation form to evaluate each application received. | The search committee |
| | <p><i>Applicant files will be kept in the departmental office and should be reviewed there if at all possible. On-line applications are available for review at https://jobs.uncc.edu/hr. These files may be accessed on and off campus.</i></p> <p><i>Within the timeframe defined in the committee's schedule for the search, each search committee member should obtain the applicant files on-line and/or from the departmental files, review files independently, and complete an evaluation form for each applicant. It is imperative that the committee complete their evaluation of all applicant files on time.</i></p> | |
| 3.7 | Collate and share the individual ratings of all applicants, discuss these ratings and develop a short list of the 6-8 candidates who are most qualified for the position, who represent a diverse pool of applicants, and whose personal references will now be contacted. | The search committee |
| 3.8 | Notify the candidates on the short list that the committee intends to contact some of their references by telephone, verify that they are still interested in the position and, if so, ask them if they wish to modify their list of references. | The search committee chair with the help of the dept. staff person for faculty searches |
| 3.9 | Contact the Assistant Dean with a list of all remaining candidates that are no longer under consideration for the position. The on-line status will be changed to <i>not best qualified</i> and an automated rejection letter will be sent to the applicant, provided an email | The search committee chair with the help of the Assistant Dean |

address was given.

4. Contacting References and Identifying Finalists for Campus Visits

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| 4.1 | Develop a telephone interview protocol of essential questions that are based on both the position description and the search committees deliberation to date | The search committee |
| | <ul style="list-style-type: none">• <i>The telephone interview protocol should be relatively brief and focused on critical issues. Because it will be used by search committee members to conduct all telephone interviews, it should be formatted with space provided for notes and comments.</i> | |
| 4.2 | Telephone at least three references for each candidate on the search committee' short list. | The search committee |
| | <ul style="list-style-type: none">• <i>To ensure different perspectives, the references for any one candidate should be divided between two or more committee members. Committee members should keep careful notes of their interview and try to address all of the questions on the protocol during each interview. These notes will eventually become part of each candidate's file.</i>• <i>Because telephone references will be used later for documenting "Verification of Credentials" of successful candidates, careful notes should be preserved.</i>• <i>To avoid embarrassment or unnecessary duplication of telephone calls, committee members should compare the references for each candidate, identify any who appear on more than one list, and decide how to handle the telephone interview process with that multiply listed reference</i> | |
| 4.3 | Collate and share results of the telephone interviews and then, based on all available information (applications, initial paper screening, telephone interviews of references, and any other information), identify up to three candidates whom the committee recommends to be invited to campus for on-site interviews. | The search committee |
| 4.4 | Review the available information from the University's AA/EOE Program and Compliance Administrator about the | The search committee with the help of the dept. |

gender and ethnicity of candidates who have disclosed that information, and decide whether additional candidates should be considered, their references be telephoned, and they be added to the list of individuals who will be invited to visit the campus.

staff person for faculty searches

- 4.5 Contact the candidates who the committee recommend be brought to campus to confirm their continuing interest in the position.

The search committee with the help of the dept. staff person for faculty searches

If any of the individuals are no longer interested in the position, the search committee may want to review its “short list,” add an alternative candidate, and confirm his or her continuing interest in the position.

- 4.6 Send each out-of-town finalist who is invited to campus a Dual Career brochure. (The brochure is available from Human Resources.)

The dept. staff person for faculty searches

- 4.7 Prepare a **Report of Recruitment Results and Request to Interview** (Form AA-04) and request approval to proceed with campus interviews. The web address for the AA-04 is www.provost.uncc.edu/epa/forms.htm.

The chair of the search committee with the help of the Department Chair and the dept. staff person for faculty searches

*With the assistance of the Department Chair and the dept. staff person for faculty searches, the chair of the search committee should complete the first two pages of **Report**. This includes a list of the candidates on the committee’s short list in order of preference. The Department Chair should then forward the **Report** to the University’s AA/EOE Programs and Compliance Administrator with a request that she or she complete the 3rd page of the **Report** then return it to the Department Chair. Upon its return, the Department Chair will then forward it to the Dean for review and approval.*

- 4.8 Review and approve the completed **Report of Recruitment Results and Request to Interview**, thereby authorizing the search committee to proceed with the campus visits.

The Dean

*After reviewing the **Report** of recruitment activities and results, the credentials of the search committee’s recommended finalists, the committee’s rationale for its recommendation,*

*and the data supplied by the University's Affirmative Action Officer, the Dean uses the **Report** to indicate approval, required modification, or denial of the committee's request to proceed with campus visits.*

*Copies of the approved **Report** should be forwarded immediately To the Department Chair, the Dean's administrative assistant, the University Travel Office (first page only), and the search files. Eventually, a copy of the approved paperwork will also be forwarded to Academic Affairs with the request to employ one of the candidates (see 9.32 and 9.42 below)*

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| 4.9 | Update the College's <u>Status Report on Faculty Recruitment and Use of Dean's Pool Positions</u> | The Dean with the help of the Dean's Administrative Assistant |
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5. Scheduling and Making Arrangements for Campus Visits	
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| 5.1 | Review current state, university, and college procedures and guidelines for arranging campus visits (travel arrangements, accommodations, schedules, etc.) and for reimbursing costs incurred by both candidates and search committee members. | The dept. staff person for faculty searches |
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| 5.2 | Contact the candidates who will be brought to campus and arrange specific dates for their visits. | The chair of the search committee |
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As a general rule, campus interviews for full-time faculty positions should be scheduled for approximately two days, beginning with dinner on the day of arrival and concluding early enough in the afternoon two days later to allow a candidate to return home on that day. If travel over a weekend will save money, that possibility should be explored with each candidate.

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| 5.3 | Make arrangements for travel and accommodations for each candidate who will be brought to campus including airport pick-up and delivery if the candidate is flying to Charlotte.
<i>To reduce expenses, travel arrangements should be made through the University's approved travel agency, and accommodations should be reserved at local hotels that will accept state rates and bill directly.</i> | The dept. staff person for faculty searches |
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- 5.4 If not already done (see 4.8 above) or if changes have been made in candidate's travel schedule, forward a copy/revised copy of the first page of the approved **Report of Recruitment Results and Request to Interview** to the Travel Clerk in the University's Office of Financial Services.
- The dept. staff person for faculty searches

Receipt of this first page of the report will authorize subsequent payment of invoices relevant to the search.

- 5.5 **Review of Visa Status of Non-Resident Aliens.** If a candidate to be interviewed is not a US citizen or permanent resident, the Director of the International Student/Scholar Office is consulted to review the candidate's current visa status and to assist the recruiting unit with the procedures for hiring foreign faculty/staff members. A completed UNC Charlotte Visitor/Information Form and an IRS Form 8233 signed by the candidate must accompany the Request to Interview. (Forms can be obtained in the Office of International Studies.)
- The dept. staff person for faculty searches, with Office of International Students/Scholars

- 5.6 Develop a master schedule for each candidate's campus visit, and confirm the schedule with all individuals and groups involved in the visit.
- The search committee with the help of the dept. staff person for faculty searches.

The master schedule should include time for the following:

- *A one-hour session for the candidate to present his or her current research interests, activities, and agenda (while open to all College faculty, this session should be attended by all search committee members.*
- *An opportunity for the candidate to interact with and/or actually teach part of a regularly scheduled class.*
- *A minimum of a one-hour formal interview with the search committee.*
- *A minimum of a one-hour interview with the Chair of the recruiting department.*
- *A minimum of a one-hour interview with the Dean of the College, scheduled near the end of the interview visit.*

- *An opportunity for the candidate to meet appropriate other persons from both other Colleges and off-campus.*
- *An opportunity to tour the College and the campus*
- *An opportunity for the candidate to learn about the Charlotte metropolitan area, including housing options.*
- *Approximately 10 minutes for the candidate to meet with the department staff person for faculty searches, so that the candidate can complete several forms and provide the staff member with information required for reimbursement of travel expenses (see 6.2 below)*

Note: UNC Charlotte has contracted with Allen Tate Realtors to provide relocation services. The relocation services include real estate information and tours and add a helpful resource in the interview process.

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| 5.7 | Distribute copies of each candidate's master schedule to all individuals who will be formally involved in that candidate's visit. | The dept. staff person for faculty searches |
| 5.8 | Provide the Department Chair, the Associate Dean, and the Dean with a copy of each candidate's vita prior to his or her arrival. | The dept. staff person for faculty searches |
| 5.9 | Prepare a welcoming packet for each candidate.

<i>At minimum, this packet should include a welcoming letter from the search committee or search committee chair, a copy of the position announcement, a copy of the master schedule for the candidate's visit, and the benefits packet provided by the Human Resources Department. It may also include other helpful information about the University, College, and the Charlotte region. These materials may be given to the candidate when he or she arrives, or they may be left at the hotel front desk to be picked up when the candidate checks in.</i> | The chair of the search committee with the help of the dept. staff person for faculty searches |
| 5.10 | Distribute to all College faculty several days prior to each visit an announcement of the visit. | The chair of the search committee with the help of the dept. staff person for faculty searches |

This announcement should include a brief description of the position being filled, a brief biography of the candidate who will be visiting, and a schedule of those sessions open to faculty (e.g. the presentation, the informal reception, and any open meetings built into the schedule, with times and places clearly indicated).

6. Conducting Campus Visits

- 6.1 Carry out the schedule as smoothly, hospitably, and professionally as possible, with attention to the details that make a difference.

The search committee with the help of the dept. staff person for faculty searches

A campus visit serves two very important purposes. First, it provides the search committee and College faculty with an important opportunity to learn about the candidate first hand, observe and interact with him or her in a variety of settings, and ultimately evaluate whether or not the candidate is a desirable future colleague.

Second, and equally as important, the campus interview provides the candidate with an opportunity to learn about UNC Charlotte, test his or her interest in joining the campus community, and assess the costs and benefits of doing so.

Therefore, given these two equally important purposes, the interview process during the campus visit clearly goes both ways, and the presentation of oneself is as important for the University and College as it is for the candidate.

- 6.2 Meet with each candidate during his or her campus visit to provide and obtain information relevant to possible subsequent steps in the appointment process.

The dept. staff person for faculty searches

During this information-sharing session:

- *Review the benefits packet from the Human Resources Department to see if the candidate has any questions.*
- *Obtain from the candidate his or her social security number, address, and signatures on a blank copy of the University's **Request for Reimbursement of Travel Expenses**. The web address for this form is:
www.finance.uncc.edu/travel%20reimbursement2.xls*

- *Answer (or obtain answers to) any questions that the candidate has about employment in the University.*

6.3 **Consideration of candidates for whom English is not the first language.** Candidates for whom English is not the first language may be required to make a formal presentation (e.g. teach a class, make a research presentation) to enable an assessment of their command of the English language in a teaching context. Their Director of UNC Charlotte’s English Language Training Institute or his or her representative should be invited to observe a regularly scheduled presentation by the candidate during the interview process. The ELTI observer will submit an observation report to the Department Chair.

The search committee chair, the dept. staff person for faculty searches, and the Director of ELTI

6.4 Obtain receipts and reimburse as quickly as possible after each campus visit both the candidate and those faculty members who have incurred personal expenses during the search.

The dept. staff person for faculty searches

6.5 **Reimbursement of faculty members for purchase of meals for candidates and faculty entertainment expenses.**

The search committee

- Only a small pool of discretionary funds exists for the reimbursement of College of Education faculty for expenses incurred in the interview process. Because of these budget limitations. Only one or two College of Education faculty members will be reimbursed for each meal with the candidate.
- Host faculty are encouraged to arrange for attractive, interesting meals in comfortable settings as an important part of the interview process. Additionally, hosts are asked to exercise their creativity in selecting restaurants that meet the hospitality test without being extravagant. At the Dean’s discretion, full or partial reimbursement for faculty meals maybe denied if the “not extravagant” test is not met.
- A College of Education faculty member who is serving as host for the meal should pay the expenses of the faculty candidate and request reimbursement for both meals.
- Faculty members will need to present itemized receipts and identify the faculty candidate by name and provide the date and type (breakfast, lunch, dinner) of the meal.

- The request for reimbursement of the faculty member's expense should be submitted to the Dean's Administrative Assistant.

The search committee

- 6.6 Invite evaluative feedback and other reactions from faculty and others who have participated in the campus interviews.

7. Developing and Reporting the Committee's Final Recommendation

- 7.1 Following the last campus visit, collect all evaluative information about the individuals who have been brought to campus and meet to decide (1) whether each candidate is "acceptable" or "unacceptable" and (2) whether the committee wishes to recommend a specific priority for hiring.

The search committee

The information used to make these decisions should include each candidate's application and vita, the committee member's original paper ratings, the results of the telephone interviews of references, and the results of the campus interviews.

- 7.2 Meet with the Department Chair and the Dean to convey the search committee's written recommendation and to discuss the basis for that recommendation.

The search committee, the Department Chair, and the Dean

The committee's written recommendation should include a comparative analysis of the candidates interviewed that is based on the qualifications in the position description (see 1.4 above). It should also include a clear justification for the committee's recommendation.

At the discretion of all involved, steps 7.1 and 7.2 may be combined. It is often very helpful for the Dean and the Department Chair to listen (but not participate) as the committee carries out step 7.1, reviews the candidate, and works to a recommendation.

8. Offering the Position to the Candidate of Choice

- 8.1 Decide which candidate (if any) will be offered the position.

The Dean and the Department Chair

While the search committee's recommendation will weigh significantly in the decision regarding which candidate (if any)

will be offered the position, that decision rests ultimately with the Dean after appropriate consultation with the search committee, the Department Chair and in cases of searches for senior faculty members, the Provost.

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| 8.2 | <p><u>Employment clearance for a foreign faculty or visitor.</u>
 Clearance for employment is obtained by processing a completed <u>Visa Documentation for International Staff and Faculty</u> form through the Office of International Programs. Non-resident aliens (persons who are not U.S. citizens or permanent residents) must be cleared for employment <u>before</u> an offer of appointment is made.</p> | The Department Chair, or in special circumstances, the Dean |
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| 8.3 | <p>Make the offer and negotiate salary and other terms and conditions of employment.</p> | The Dean and the Department Chair |
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*Because making the offer is technically the responsibility of the Dean, the Department Chair should consult with the Dean throughout the process of making the offer and negotiating salary and other terms and conditions of employment. Any variations in the predetermined salary range for the position, or in other conditions of employment, including moving expenses, equipment or other special arrangements, should be discussed **before** discussing them with the candidate. The Dean will negotiate on these variations with the Provost on behalf of the College.*

If the initial offer is rejected by the candidate of choice and subsequent negotiations prove to be unsuccessful, the Dean and Department Chair will decide whether or not to proceed to a next “acceptable” candidate. As appropriate, they will consult with the search committee through its chair as the scenario plays out.

Throughout these conversations with the candidate of choice, the Department Chair needs to emphasize that a final contract cannot be offered until the appropriate governing board(s) have approved the appointments.

9. Preparing the Necessary Appointment Papers
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| 9.1. | <p>Complete the <u>Verification of Credentials Form</u> (AA-34), including verification of employment from the candidate’s most recent employer. The Web address for the AA-34 is</p> | The chair of the search committee |
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www.provost.uncc.edu/epa/forms.htm.

Note from Academic Affairs:

“A verification of credentials form (AA-34) must be completed for all new appointments and signed and dated by the hiring authority. This form states that verification may be completed by telephone, face-to-face, or by written correspondence; therefore, we are no longer REQUIRING three written letters of recommendation as part of the verification process. Instead, the hiring authority for their unit will make the determination of procedures that will be used for verifying employment. Some units may choose to continue requiring written letters of recommendation while other units may choose to use telephone reference checks of

former employers instead of written letters. Please check with your unit head for the procedure to follow in your area.”

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| 9.2. Ask candidate to supply original transcripts from institution of higher education which awarded terminal degree. | The dept. staff person for faculty searches |
| 9.3. If the appointment involves a nontenure-eligible position, a special faculty position, or a tenure-eligible instructor or assistant professor position: | The Dean with the help of the Dean’s Administrative Assistant |
| 9.3.1 Prepare and mail an offering letter and two copies of an <u>Appointment Agreement</u> (Form AA08, AA09, or AA-14) directly to the candidate. The web address for the AA08, AA09, and AA-14 is www.provost.uncc.edu/epa/forms.htm . The candidate will sign and return one copy of the <u>Agreement</u> directly to the Dean. | |
| 9.3.2 Prepare the candidate’s appointment file | The Dean’s Administrative Assistant with the help of the dept. staff person for faculty searches and the Department Chair |
| <i>This file includes the following materials relevant to the position:</i> | |
| <ul style="list-style-type: none">• <i>The <u>Faculty Recruitment Plan</u> (form AA-02).</i>• <i>The candidate’s letter of application and vita</i>• <i>An official transcript of the candidate’s terminal</i> | |

degree

- *Three letters of reference (or alternative verification)*
- *Verification of credentials (AA-34)*
- *The **Report of Recruitment Results and Request to Interview** (form AA-04)*
- *A **Recommendation for Initial Appointment** (form AA-05 or AA-06).*
- *A copy of the Dean's offering letter.*
- *A fully signed copy of the **Appointment Agreement** (form AA-08, AA09, or AA-14)*
- *A completed **PD-7** signed by the Dean.*

9.3.3 When the file is complete, forward it to the Office of Academic Affairs.

The Dean's
Administrative Assistant

9.4. If the appointment involves a tenure-eligible (or tenured) associate or full professor position:

The Dean's
Administrative Assistant
with the help of the Dean
and the dept. staff person
for faculty searches

9.4.1 Prepare the candidate's appointment files

This file includes the following documents relevant to the position:

- *The **Faculty Recruitment Plan** (form AA-02).*
- *The candidate's letter of application and vita*
- *An official transcript of the candidate's terminal degree*
- *Three letters of reference (or alternative verification)*
- *Verification of credentials (AA-34)*
- *The **Report of Recruitment Results and Request to Interview** (form AA-04)*
- *A **Recommendation for Initial Appointment** (form AA-05 or AA-06), including the comparative analysis of the final candidates (see 7.2 above).*

- *A copy of the Dean's offering letter.*
- *A draft copy of the **Appointment Agreement** (form AA-10, AA-11, or AA-13).*
- *A completed **PD-7** signed by the Dean.*

9.4.2 When the file is complete, forward it to the Office of Academic Affairs.

The Dean's
Administrative Assistant

*The Provost will subsequently correspond with the candidate, obtain a signed **Appointment Agreement**,*

and prepare the, appointment recommendation for the Chancellor, Board of Trustees, and Board of Governors.

9.5. Create a personnel file in the Dean's Office for the appointed individual

The Dean's
Administrative Assistant

9.6. Forward to the employing department copies of the following documents relevant to the appointment:

The Dean's
Administrative Assistant

- *The individual's letter of application, vita, transcripts, and letters of reference.*
- *The **Report of Recruitment Results and Request to Interview**.*
- *The **Recommendation for Initial Appointment***
- *The Dean's offering letter (if prepared)*
- *The **Appointment Agreement** (fully signed, if available).*

10. Concluding the Search

10.1 At the conclusion of the search, contact the Assistant Dean with the names of the remaining individuals that were not selected for the position. Their on-line status will be changed to *not best qualified* and an electronic letter of rejection will automatically be generated, provided the included their email address.

The chair of the search committee with the help of the dept. staff person for faculty searches

As soon as possible, preferably prior to contacting the Assistant Dean, telephone the unsuccessful finalists and let them know the results of the search as positively as possible, thanking them for their interest and their time. Make them aware of this forthcoming electronic email notification.

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| 10.2 Organize and store all files relevant to the search in the departmental office. | The chair of the search committee and the dept. staff person for faculty searches |
| <i>University policy requires that the files of all applicants for faculty positions be kept on file for two year in order to respond to any questions that may arise about search, screening, or appointment decisions. After two years, files are destroyed.</i> | |
| 10.3 Notify the College community about the results of the search and extend appreciation to members of the search committee for their work. | The Dean and the Department Chair |
| 10.4 Communicate with newly appointed faculty about matters relevant to joining the department's faculty (e.g. office space, telephone number, address, teaching assignments, academic year calendar, start-up activities, department policies, etc.). | The Dean and the Department Chair |
| 10.5 Update the College's <u>Status Report on Faculty Recruitment and Use of Dean's Pool Positions.</u> | The Department Chair |
| 10.6 <i>Celebrate!!</i> | <i>ALL!!</i> |