

School of Education Procedures for Faculty Searches and Hiring

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This document specifies procedures to be used in hiring faculty in the School of Education (SOE). This document is organized according to two sections: (a) procedures for Tenure Track positions, and (b) procedures for Professional Track faculty positions. In all instances, guidance set forth by this document is intended to be used in concert with, and in support of, university-level policies and procedures on faculty hiring, in particular, the University “[Responsibilities of Faculty Search Committees Serving in the Appointment of Assistant Professors, Associate Professors, and Professors.](#)”

SECTION 1

PROCEDURES FOR TENURE-TRACK POSITIONS

The process for searching and hiring a Tenure Track faculty member, regardless of rank, is to adhere to the six steps outlined below.

Step 1: The Search Request Process

The process for launching a tenure-track faculty search follows the sequence of components described below.

(1a) The Department Chair discusses with the SOE Dean the potential of searching on a faculty line that is new or either vacant or is anticipated to become vacant in the future. This discussion will address details such as the rationale for and scope of the search, the rank at which the search occurs, the salary range required for a successful search, and the timing of the search. Through this discussion, a decision will be made by the Dean as to whether there is support for moving forward with the faculty search request process.

(1b) If the Dean supports moving forward with the faculty search request process, the Department Chair will provide the Dean with relevant details to articulate a strong rationale for the need for the requested faculty position. While the specific details can vary depending on the faculty search, the rationale typically includes considerations of enrollment trends (i.e., three or four year trends) for the department and/or the particular program within which the requested faculty line will be assigned, contributions in support of the SOE Areas of Distinction, UNCG Strategic Plan, and UNC System Strategic Plan. These details will be used by the Dean and the Dean’s Office Staff in drafting the “Request to Search” document submitted to the Provost.

(1c) The Dean and the Dean's Office Staff draft the Request to Search document and submit this document to the Provost Office for approval.

(1d) The Dean will communicate the results of the Provost's decision concerning the request to search. If the request to search is approved by the Provost, the Dean will craft a charge for the search, and the Department Chair may move forward with initiating the search process based on that charge.

Step 2: Establish the Search Committee

The establishment of the Search Committee membership is led by the Department Chair in collaboration with departmental faculty, as appropriate. The process for formalizing the Search Committee members is detailed below.

(2a) The Department Chair forwards a recommendation for Search Committee membership to the Dean (copied to the Dean's Executive Assistant) for approval. The Search Committee consists of faculty in the Department and (for Associate and Full Professor searches) a minimum of one (1) person from outside the Department, as required by UNCG guidelines. The Department may, at its discretion, appoint a student and/or community partner to serve on the Search Committee and determine in what capacity they shall serve. The Department Chair, with the Dean's approval, will appoint one of the members of the Search Committee to serve as Search Committee Chair.

(2b) For searches at all ranks for tenure-track faculty, the Dean will submit the proposed Search Committee membership to the Provost.

(2c) Each member of the Search Committee is required to complete the modules on eliminating bias from the Office of the Provost **prior to the start of their service on the search committee**. These may be found at <https://uncg.instructure.com/courses/14247>. Search Committee members must also review the Provost's website for recruiting diverse faculty and the *Recruiting Diverse Faculty Handbook*.

(2d) The Dean (or the Dean's designee) will meet with the search committee to deliver the charge for the search. This meeting must happen prior to advancing the process.

Step 3: Establish the Position Description and Announcement

After receiving their charge from the Dean, the Search Committee leads the process of establishing the position description and, in coordination with the Departmental Administrative Support Specialist, creating the position announcement.

(3a) The Search Committee drafts the position description to be used in the announcement. All announcements must include:

- (i) Academic expectations and/or qualifications that will be used to screen applicants, clearly denoting required and preferred qualifications. Note that, if it is intended for candidates who have not completed their dissertation (ABD) to be considered for the position, this must be articulated in the qualifications while also not stating that an earned Ph.D. is required for consideration.
- (ii) UNCG affirmative action statement done by using either: EOE/AA/M/F/D/V or the following wording, “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.”
- (iii) Starting date of the appointment and schedule for the search. (For maximum flexibility, it is recommended that language such as the following be used: “Review of applications will begin on (date) and continue until the position is filled.”
- (iv) Instructions for applying, including materials to be provided. Typical materials required are: (a) curriculum vitae; (b) letter of interest; (c) research philosophy and/or statement; (d) teaching philosophy; and (e) list of three references with contact information.

(3b) The position description shall include a statement reflecting that: UNC Greensboro (classified a Minority Serving Institution and designated a Title III eligible institution) and the School of Education are committed to fostering a diverse and inclusive population of students, faculty, and staff. The successful candidate will demonstrate their understanding of an ability to advance the School of Education’s mission and vision (<https://soe.uncg.edu/mission-and-vision/>), the UNCG strategic plan (<https://strategicplan.uncg.edu/>), as well as the goals articulated in the UNC System’s strategic plan (www.northcarolina.edu/impact/strategic-plan) and including teaching and scholarship that supports the diversity represented at UNC Greensboro and in our profession.

(3c) If candidates who do not yet hold the doctoral degree at the time of application are being considered for the position, then an explicit statement of this must be included in the position description. An example statement of this would be “Candidates who have not yet received a doctoral degree, but anticipate receiving the degree, will be considered for this position.”

(3d) The Search Committee Chair forwards the proposed position description to the Department Chair for review and approval.

(3e) Once the Department Chair approves the position description, the Department Chair then forwards the position description to the Dean for approval.

(3f) The members of the Search Committee learn through Human Resources about the [eHire system](#), which provides access to applications for search committee review.

(3g) The Department’s Administrative Support Specialist and all Search Committee members shall be added to the relevant job search system. Search Committee members who are not UNCG employees can be provided with temporary access to review applications.

(3h) The UNCG job search system handles all Affirmative Action forms. The position announcement must be attached to the AA-1, making sure to include the Equal Opportunity Employer statement (EOE) at the end of the position announcement. No advertisement can be placed without approval of the AA-1 form by the Provost and the Affirmative Action Officer in Human Resources.

(3i) The Department Chair will work with the Dean to establish a budget for the search process. This should be done early, as the budget will impact strategies for marketing the position. Once search funds are transferred from the Provost’s Office to the SOE, the SOE Budget Officer transfers funds to the Department.

(3j) The Search Committee must establish a strategic marketing plan that actively markets the position as broadly as possible within the established budget, with special attention to marketing the position to diverse and marginalized groups. The Search Committee will use resources available on the Provost’s webpage for [Recruiting and Retaining Diverse Faculty](#), or through the [Higher Education Recruitment Consortium \(HERC\) Diversity Resources](#). When the strategic marketing plan is complete, it must be approved by the Department Chair and Dean or Dean’s designee.

(3k) In coordination with the marketing plan developed by the Search Committee and approved by the Department Chair in step (3h) above, the Department Administrative Support Specialist will post the position announcement on the following sites: (NOTE: US Department of Labor requires that there be at least one advertisement in print form. If hiring a foreign national there is an [Alien Labor Certification ETA-750](#) form to complete and specific deadline to meet.) The marketing plan must include an explicit strategy for how to reach diverse and marginalized candidates.

- (i) UNCG job postings site is the main listing site for the position ad
- (ii) Outlets reaching candidates from diverse and marginalized groups (for example, in terms of race, ethnicity, gender identity, national origin, genetic information, disability) are listed within the Provost's webpage for [Recruiting and Retaining Diverse Faculty](#). The SOE is in the process of developing a list for discipline specific outlets aimed at reaching diverse and marginalized candidates and the link to this list will be inserted here when it is available. Postings are not limited to the outlets listed on either of these sites.
- (iii) Outlets such as the Chronicle of Higher Education, and other discipline-specific outlets
- (iv) The Search Committee should evaluate other effective ways to publicize a vacant position including contacts at professional meetings, telephone calls and letters to colleagues at other institutions, and letters or position announcements sent to institutions, agencies, or organizations.

(3l) Faculty searches must be open for a minimum of three weeks. Position announcements do not need to include a closing date, but search committees must be able to document a minimum of three weeks after an advertisement is placed/published during which applicants were considered for the position(s).

(3m) The Search Committee has responsibility for requesting Affirmative Action data. The job search system collects all of this data from job candidates and makes it available to Search Committee members.

(3n) The Search Committee Chair, in consultation with the Search Committee, has responsibility for updating and seeking input from the department faculty on the progress of the search. Each Search Committee should clearly define how they will share information, get feedback, and determine recommendations for candidate selection with all department faculty at the outset of the search and share that timeline with all

department faculty. Minimally, all department faculty should be informed about the job description and those who will be invited to campus, including sharing the vitae of those candidates.

Step 4: The Interview Process

(4a) Each search committee should establish a standardized process for reviewing and evaluating applications. This shall include specification of how departmental faculty input is to be used in the candidate review process, at what stage of the process candidate CVs are to be distributed to faculty, and whether references are contacted only for those candidates invited for campus interviews or for all candidates shortlisted for the initial interview process (as specified in 4b below).

(4b) The first step in the screening process is for the Search Committee to establish an initial list of individuals to be engaged in an initial interview process. The Human Resources Department must approve this initial list before interviews of any kind can be scheduled. The Search Committee Chair gives the initial list to their Department Administrative Support Specialist who transitions the applicants to the initial list. Once the applicants selected for the initial list have been approved by the Human Resource Department, the selected applicants can be engaged in an initial interview process that may be conducted by phone, videoconference, or other methods at the discretion of the Search Committee. The Search Committee may also find it useful to develop a rubric for evaluating applicants at each phase of the process.

(4c) Following initial interviews with applicants, candidates will be selected for campus visits. The Search Committee Chair forwards a list of candidates recommended for campus visits to the Department Chair who forwards the list to the Dean for approval. The number of campus visits are approved by the Dean upon recommendation from the Department Chair. Three candidates per position may be selected for visits in this manner. Requests for more than three candidates must be made to the Provost (via the Dean).

(4d) If the list of candidates does not meet the intended diverse representation specified in the charge provided by the Dean, then the Dean and the EDI Fellow will meet with the Search Committee to discuss issues of concern, identify additional supports, and discuss the next steps.

(4e) Following approval of the requested visits by the Dean, for all faculty ranks the Search Committee Chair forwards the approved list of candidates for campus interviews to the Department Administrative Support Specialist who transitions the applicants to

campus interviews. NOTE: Before *any* candidates can be brought to campus for interviews, the Affirmative Action (AA) Officer must approve them.

(4f) The Search Committee, in consultation with the Department Chair and Dean, and the help of the Department Administrative Support Specialist, is responsible for coordinating the candidates' visit. The Departmental Administrative Support Specialist makes the travel arrangements for the candidates. Although UNCG has discounts at some hotels, accommodation decisions are at the discretion of the Search Committee. When possible travel (airfare or mileage) and hotel expenses should be covered in advance by the department. The candidate will be reimbursed for other expenses incurred.

(4g) The Provost interviews candidates at the Department Chair or Excellence/Titled Professor level. The Provost does not meet with candidates below this level unless the Dean deems it necessary for recruitment purposes.

(4h) Although schedules can be somewhat varied by candidate, it is assumed that all candidates for a faculty position will meet with the following:

- (i) Search Committee
- (ii) All Departmental faculty as a group and individually as appropriate
- (iii) Department's Administrative Support Specialist
- (iv) Department Chair (minimum of 1 hour)
- (v) At least one Associate Dean (30 minutes each)
- (vi) Dean (maximum of 1 hour)
- (vii) Faculty Access and Equity Committee Representative
- (viii) Student representatives
- (ix) Candidates for Department Chair shall meet with all Department Chairs

(4i) All candidates should provide at least one presentation that is open to all SOE faculty, staff, and students, and that is advertised through SOE News.

Step 5: Candidate Review and Job Offer

(5a) The Search Committee will solicit evaluative input from the department faculty and other relevant stakeholders (e.g., faculty vote, surveys, meeting) concerning the fit of each candidate for the position. This input is used as one piece of information in the Search Committee deliberations of the candidates and recommendation for hire.

(5b) The Search Committee indicates to the Department Chair (or Dean in the case of a Chair search) which candidates are preferred and acceptable, with a brief justification for the finalist and rationale for not choosing other candidates.

(5c) The Dean, in consultation with the Department Chair and considering the Search Committee recommendations, determines who should receive an offer. The Dean and Department Chair will collaboratively establish initial specifications of the offer, including salary, course reductions, start-up funds and other necessary supports specific to both the candidate and the position. Note: These initial specifications may be modified during the negotiating phase.

(5d) If the selected candidate is to be granted tenure, the department's tenured faculty of all ranks, including the Department Chair, will engage in a vote on whether to recommend the granting of tenure to the candidate. The departmental recommendation is forwarded to the Dean, who will forward it to the Provost for action.

(5e) If the selected candidate is currently employed at another campus within the University of North Carolina system, the following are also required:

- (i) The Provost at UNCG must notify the Provost from the other campus when the selection is made.
- (ii) The current campus of the employee may request the terms of the offer within 5 days to make an equivalent offer.
- (iii) 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.
- (iv) Any transfer of a contract, grant, or equipment requires the approval of the Chancellors from both universities.

(5f) The Dean will contact the candidate and make the official offer. The Dean will notify the Department Chair and the Business Office of the outcome of the negotiations.

(5g) The Department Administrative Support Specialist submits the hiring proposal, which includes four important pieces of information:

- (i) Position Title (justification needed if title is changed from what was on the job ad)
- (ii) Proposed Start Date
- (iii) Justification for Hire (with reasons like experience and benefits of the hire to the university)

- (iv) Proposed Salary range (this you have to check with the Dean and Business Officer first as to how much was on the line before and what is the Dean willing to offer)

(5h) As this process unfolds, applicants will be informed about the search progress at the department's discretion in consultation with the Dean.

Section 6: When the Candidate Accepts the Offer

- (6a) If the offer is accepted, the Dean will notify the Department Chair, the Business Office, and (if appropriate) the SOE Director of IT of the new faculty hire and the specifications of the offer.
- (6b) The Business Office will place a copy of the offer specifications in the employee's file for future reference.
- (6c) UNCG policy requires a criminal background check for any position at UNCG. Once the candidate accepts an offer, the Department should ensure the background check process is initiated. This is accomplished in one of three ways as described here:
https://hrs.uncg.edu/recruitment/background_check/ The Post-employment Personnel Form (PD7a), located on the Faculty Personnel Services website (available at http://provost.uncg.edu/Academic/EPA_Personnel/forms/) must also be completed.
- (6d) Human Resources will notify the hiring department if satisfactory results from the background check are received. 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.
- (6e) The candidate will submit a completed and signed hard copy of the PD7a either 1) to the Department office administrator, who will upload the form to a Box file established by HR or 2) mail it to Faculty Personnel Services in the Office of the Provost, PO Box 26170, Greensboro, NC 27402-6170.
- (6f) The search must be closed at the end of the academic year if the committee, the Department Chair, and the Dean do not anticipate making a formal appointment. The AA-1 must be filed again to formally reopen the search.

SECTION 2

PROCEDURES FOR MULTIYEAR PROFESSIONAL TRACK POSITIONS

The search procedures for multiyear Professional Track Faculty positions follow the same steps as is listed in Section 1 for Tenure Track positions, with the following exception:

Step 5d. Given that the award of tenure is not possible for Professional Track positions, this step is not relevant.

APPENDIX

COMMUNICATION TO UNSELECTED CANDIDATES

Email communication to unselected candidates is driven by a specific application status that is selected by the posting Initiator. An action must be taken on an application by the Initiator in order for the email to be sent. For Faculty searches, there is the option to send email now. When an application is moved to that status, then the email will be sent immediately. Below are the bodies of the two emails that are sent. Departments have the option to customize emails but this needs to be done before the posting goes live. One is for those who weren't interviewed and the other is for those that were interviewed.

Not interviewed - Thank you for your interest in employment at The University of North Carolina at Greensboro. We would like to let you know how much we appreciate the opportunity to review your application. We had several excellent candidates for the position and the final decision was a difficult one. While we will no longer be considering you for this position, we encourage you to apply for other positions with UNCG in areas that you have an interest. Currently posted jobs may be reviewed at <https://jobsearch.uncg.edu/>.

Interviewed - Thank you for your interest in employment at The University of North Carolina at Greensboro. We would like to let you know how much we appreciate the opportunity to meet and speak with you. We had several excellent candidates for the position and the final decision was a difficult one. While we will no longer be considering you for this position, we encourage you to apply for other positions with UNCG in areas that you have an interest. Currently posted jobs may be reviewed at <https://jobsearch.uncg.edu/>.