

2021-2022 FRANKLIN FACULTY RECRUITMENT TOOLKIT

**A Resource Prepared by
The Franklin College Dean's Office
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The academic reputation of any University rests on the quality of its faculty. Nothing offers the opportunity to bring a program to higher levels of excellence more quickly than attracting and retaining the very best faculty.

A passive approach to recruiting faculty rarely yields the best pool of candidates. Effective recruitment requires placing ads in multiple venues, personal (not form) letters sent to potential applicants from people they may know personally or by reputation, personal calls to potential candidates inviting their applications, among other strategies. Devoting space on the department's website to the search, and then directing applicants to it, can be helpful. All applicants, and especially finalists, should feel that they are being actively courted as members of UGA's community of scholars. Maintaining regular contact with preferred candidates following the campus visit and until the position is filled is important. Making sure that candidates that are not selected are informed of the decision in a timely and sensitive manner after the search has concluded reflects well on UGA and on the department conducting the recruitment.

Effective recruiting requires a great deal of time and effort, but the payoff is a better department and an intellectually rich and vibrant scholarly community. This toolkit is a resource for department chairs and search committee members to augment the ELC course from the Office of Faculty Affairs entitled "Faculty Search Committee Training." All unit heads and search committee members are required to take the Faculty Search Committee Training within two years of the current search. Upon completion of this training, they will automatically be enrolled in the ELC "search committee training" course.

Requesting a Position

- The Department Head or Director (hereafter, unit head) makes the request for faculty recruitment by entering the necessary data into the [online faculty recruitment database](#) after a call for requests from the Dean.
- Faculty recruitment may be initiated only after written approval by the Dean in the form of a search authorization letter. Tenure-track positions will generally be authorized for recruitment at the level of assistant professor. However, in exceptional circumstances a senior-level search may be authorized if the need is clearly evident.

After a Search is Authorized

- Shortly after a search is authorized the unit head will be contacted by the Franklin Facilities Group (Leslie Morrow, lmorrow@uga.edu) and asked to identify specific

options for space for the new hire. The unit head will also be asked about the condition of the space and any renovations that might be required. Though the space might require modifications depending on who is hired, many general needs can be addressed at this early stage. If renovations to research, studio, or similar space are anticipated, the unit head will meet with the Associate Dean for Research and Facilities (Michelle Momany) and the Associate Vice President for Research (Carl Bergmann), to discuss options and next steps.

- The Faculty Affairs liaison will contact the head after search authorization to set up the position or seat in UGAJobs so it's ready for the posting.
- Once the Dean has authorized recruitment, the unit head sends a draft advert, the list of proposed search committee members, and the list of advertising sources and planned recruitment efforts by email to their Associate Dean for internal approval. We recommend that heads first contact the Office of Faculty Affairs Liaison (Nicole Vallencourt, nicolev@uga.edu) to review drafts for latest EOO, OFA, and OGE language requirements.
- Once internal approvals are obtained, units should work with the Franklin College FA liaison for guidance on the technical process in UGAJobs.
- Postings must be fully approved by OFA and EOO in UGAJobs before advertisements can be published or circulated. When all approvals are obtained, The FA Liaison will email the final copy to the Department and Sherry Gray in the Dean's Office for posting on the college's Office of Inclusion and Diversity Leadership website.

Search Committee Information

- The unit head is responsible for identifying a search committee chair. The chair should have the respect of the faculty, be invested in the future of the unit, and known for the professional status as well as their collegiality, fairness, and openness. Recommended resources for preparing for the leadership of an effective search committee:
 - UGA's Equal Opportunity Office guidelines, https://eoo.uga.edu/policies-resources/admin-faculty-searches-appts/search_committee_guidelines/
 - UGA's Office of Global Engagement guidelines for compliance with Department of Labor rules, https://kaltura.uga.edu/media/t/1_shibj993/158552121
 - *Searching for Excellence and Diversity: A Guide for Search Committee Chairs*, <http://wiseli.engr.wisc.edu/docs/SearchBook.pdf>
 - *Reviewing Applicants: Research on Bias and Assumptions*, http://wiseli.engr.wisc.edu/docs/BiasBrochure_3rdEd.pdf
- Recruit diverse committee members who are knowledgeable about the department and invested in the long-term health of the unit. At least one committee member should come from outside the department. The role of this outside member should be clearly defined. One option is to have the outside member as the chair
- The Associate Dean for the unit must approve search committee composition. All search committee members must complete the search committee training from the Office of

Faculty Affairs within two years of committee service. For the training schedule, contact Dr. Mary Carney (Mary.Carney@uga.edu). This training must be completed before the committee is charged.

Search Committee Charge

The “hiring authority”, which is the unit head in most instances, is expected to charge each search committee. In the charge to the search committee:

- Discuss the requirements of the vacant position and the need to have it filled—include title and rank.
- State the goal and mission of the department and institution.
- Articulate the unit’s and institution’s diversity goals and strategies.
- State the importance of equitable search practices, the value for diversity in the applicant pool, and avoiding biased evaluation practices Refer search committee to online resources and those provided through the ELC search committee Faculty Search Committee Training (FCST) course from the Office of Faculty Affairs (OFA).
- Remind committee members of the possible impact COVID-19 has had on the recent scholarship of applicants. You may choose to distribute this article: <https://www.chronicle.com/article/covid-19-has-robbed-faculty-parents-of-time-for-research-especially-mothers>.
- Alert the committee to *4.1 Instructions Recruitment and Screening Summary* from the ELC Search Committee course so the committee members are aware of what information they will *each* be expected to provide before any applicants are approved for final interviews. Encourage search committee members to begin thinking about items to include in their rubric for scoring candidates.
- Review EOO and diversity/affirmative action requirements, item 1.5 in FSCT
- Articulate time frame of search activities and anticipated start date by using the timeline generator, item 1.3 in the FSCT.
- Establish the roles of the committee and its members. The Dean will eventually expect a report on a full departmental vote on the final hire.
- Distribute the Interviewer Inquiry Guide, FSCT item 1.4.
- Establish and articulate a budget for the search. The Dean's Office reimburses up to \$4,000 in expenses for each tenure-track position recruited and up to \$2,000 for each non-tenure track position recruited.
- Identify the preferred number of finalists. You should identify at least two.
- Establish expectations of the search committee:
 - Developing the advertisement;
 - Setting and maintaining a schedule of activities;
 - Developing a strategy for diversifying the applicant pool and generating a report of these activities;
 - Actively recruiting applicants (see Module 3 of FSCT);
 - Attending meetings;

- Screening and reviewing candidates' credentials/references (only contacting references provided by the candidate, see Module 2 of FSCT);
- Participation in the interview process;
- Maintaining confidentiality, which includes refraining from discussing applicants with other members of the department and university community.

Proactive Steps to Produce a Diverse Applicant Pool

- Send advertisement to major print and online publications of your discipline.
- Send advertisement for distribution to leadership of professional association committee chairs of groups that are focused on diversity in your field.
- Ask current minority and underrepresented faculty at UGA to distribute advertisement to their networks, such as the Black Faculty and Staff Organization (BFSO), the Institute for African American Studies (IAAS), the Latin and Caribbean Studies Institute and the Lesbian (LACSI) and the Lesbian, Gay, BiSexual and Transgender (LGBT) Center.
- Ask current graduate students to distribute advertisement to their former faculty at the undergraduate and Master's programs.
- Recruit minority alumni and ask these individuals to distribute advertisement throughout their networks.
- Submit advertisements to organizations/publications that focus on diversity in your discipline such as the Association of Women in Science (AWIS) or the Society for Advancement of Chicanos and Native Americans in Science (SACNAS) or *Diverse Issues in Higher Education*.
- Reconnect with prior Franklin Visiting Scholars who have received funding to visit your unit. Make sure they know of the position and ask that they share the advertisement with their network.
- Identify those departments or post-doc placements that graduate a high number of underrepresented scholars. Make sure your advertisement is shared with the chairs/heads of those groups. For example, *Diverse Issues in Higher Education* publishes an annual list of the top 100 programs that produce minority graduates, <https://top100.diverseeducation.com>.
- Consider using these contacts as additional opportunities to disseminate your recruitment advertisement:
 - Social media, such as Facebook and Twitter, provide other opportunities to advertise and share information about your open position and your unit.
 - The Southern Regional Education Board (SREB), which is a co-sponsor of the Compact for Faculty Diversity, maintains a free job listing service! You only need to email them the text of your advertisement to doctoral.scholars@sreb.org. More information can be found at: <http://home.sreb.org/dsp/zone/jobs/joblistings.aspx>. "The online, searchable directory contains information on over 2000 ethnic minority doctoral scholars,

including over 500 graduates. Scholars/graduates from the following programs are included:

- SREB-State Doctoral Scholars Program (Southern Regional Education Board)
 - SLOAN- Alfred P. Sloan Foundation Minority Ph.D. Program
 - BRIDGES- Bridges to the Professoriate Program (National Institutes of Health/ MARC)
 - AGEP- Alliance for Graduate Education and the Professoriate (National Science Foundation)
- All UGA Facultyjobs postings are now automatically posted on the *Insight into Diversity* Career Center webpage and the Inside Higher Ed careers portal

Creating an Advertisement

- All advertisements will be reviewed by the Dean’s Office, the Office of Faculty Affairs, the Equal Opportunity Office, and the Office of International Education.
- The College requires that all faculty search committees actively and aggressively pursue recruitment of individuals from underrepresented groups. The unit head is responsible for ensuring that the search is conducted in compliance with the University's Affirmative Action/Equal Opportunity guidelines.
- In addition to the required statement that the University is an AA/EEO institution, found at <https://eoo.uga.edu/policies-resources/admin-faculty-searches-appts/job-ad-guidelines/>, the full advertisement should include: *“The Franklin College of Arts and Sciences, its many units, and the University of Georgia are committed to increasing the diversity of its faculty and students and to creating a work and learning environment that is inclusive. Women, people from historically excluded groups, and people with disabilities are encouraged to apply.”*
- Try to define position through articulating the needed knowledge, skills, and abilities rather than specifying only that candidates should have a terminal degree in a specific discipline in order to cast a wider net. Your ad may attract more interest if you indicate that the candidate should have “...a Ph.D. in X or a related discipline.”
- Information regarding departmental sponsorship can be found at, <https://globalengagement.uga.edu/uga-departments>. For any hire involving a non-U.S. citizen candidate, please contact the ISSIS office as soon as possible after the hire is confirmed, at: issis@uga.edu. The visa sponsorship process can take anywhere from a few weeks to 6 months or longer.

Campus Interviews

- Before candidates are named as finalists, the unit head must present a final report of the search committee’s recruitment and diversity efforts to their Associate Dean. Many of the Associate Deans will also ask to see the scoring rubrics used, so you should include these in your report. Any newly identified candidates will be reviewed in the

same manner undertaken for all other candidates. Invitations to interview the top candidates may be extended by the unit head following receipt of the college's approval.

- At least two job candidates should be named as finalists for each opening, and in many cases, three or four candidates may be optimal.
- When a candidate has a final interview, the unit head and search committee chair must arrange meetings with appropriate university officials, including members of the Dean's office. Heads should schedule interviews with their Associate Dean and should consult with the Dean about other individuals who should be included in the interview schedule.

Extending an Offer

- Results of the faculty review of the job candidates following the interviews should be reported to the Associate Dean. In consultation with the Associate Dean and Dean, the unit head will make a decision about extending a job offer. The head must discuss the entire package of commitments involved in a job offer with the Dean before discussing these commitments with a job candidate. Commitments include but are not limited to:
 - level of position;
 - any recommendation of tenure or credit toward tenure (see below);
 - academic-year salary;
 - any summer-school salary;
 - teaching load;
 - space, including any renovation costs;
 - start-up costs of research; and
 - moving expenses.
- The *Guidelines for Appointment, Promotion, and Tenure* state that "A maximum of three years credit toward the minimum probationary period may be allowed for service in tenure-track positions at other institutions, or for service as an instructor at the University of Georgia or prior service in other appropriate professional activities (as defined by the PTU and approved by the Dean). Such credit for prior service shall be approved in writing by the President at the time of the initial appointment to the rank of assistant professor or higher." If you wish to recommend prior credit toward promotion and tenure, you must discuss the recommendation with the Associate Dean and must clearly state and explain it in the letter of offer. You must also indicate the number of years of prior credit in the space provided on the appointment form when you submit it. Use of prior credit by the candidate once on campus is optional.
- The University will consider requests for immediate tenure for senior candidates for appointment. A request for immediate tenure is not routine and must be discussed with the Dean before it is raised with a job candidate. In each case, a request must be made before tenure can be granted. This process may take some time, so it is not possible to guarantee immediate tenure in a letter of offer. Rather, the letter can state, "We will request that the University grant you immediate tenure." Guidelines for recommending

tenure on appointment can be found by clicking in the [Academic Affairs manual section 1.11-1](#).

- A vote to appoint a faculty member must be accompanied by a separate vote by eligible faculty to grant the appointee Graduate Program Faculty (GPF) status consistent with the department's GPF guidelines. The recommendation must be reported to the administrative assistant supporting faculty affairs (Sherry Gray, swgray@uga.edu).
- An offer letter template should be used in preparing the job offer letter. The template can be requested from dean's administrative assistant (Kellie Borders Peyton, kborders@uga.edu). The offer letter should be a strong and positive statement of the unit's desire to have the candidate as a member of the faculty, stressing the attractions of the unit, and of the College and University.
- All job offers must be signed by both the unit head and the Dean, and in some cases, additional signatures may be necessary. **ALL LETTERS OF OFFER MUST BE APPROVED BY THE OFFICE OF FACULTY AFFAIRS AND THE PROVOST BEFORE BEING PRESENTED TO THE CANDIDATE. THE DETAILS OF THE OFFER SHOULD NOT BE DISCUSSED WITH THE CANDIDATE UNTIL THESE SIGNATURES HAVE BEEN OBTAINED.**
- The unit head should promptly forward to the Dean a copy of the acceptance or refusal letter. Once a signed offer letter is obtained, work with the Franklin FA Liaison to submit a hiring proposal in UGAJobs.
- The Dean's Office reimburses up to \$4,000 in expenses for each tenure-track position recruited and up to \$2,000 for each non-tenure track position recruited. The expenses include costs of publishing a job ad, as well as travel and lodging expenses for interviewees. With prior approval, expenses for travel to a meeting for recruitment purposes may be reimbursed. Any additional expenses (entertainment, etc.) should be borne by the department. Departments should make every effort to reimburse faculty for reasonable entertainment expenses associated with recruitment. Departments with seriously limited resources for recruitment may request additional assistance from the Dean's Office.