

## UMW Faculty Search Procedures

### Responsibility and Accountability for Faculty Searches

Faculty, Department Chairs, Deans, Search Committees, the Office of Human Resources, Search Advocates, the Associate Provost for Equity and Inclusion and Chief Diversity Officer, and the Provost at the University of Mary Washington are all part of the search process, and are committed to and responsible for the recruitment, retention, and development of an excellent, diverse, and productive faculty. These procedures are intended to provide a recruitment process that supports careful planning, describes our practices, and enhances our on-going efforts to conduct full and fair faculty searches. Primary responsibility and accountability for compliance with university policies and procedures rests with the academic deans, Provost, and other senior officials of the University, including the Office of Human Resources (HR) and the Associate Provost for Equity and Inclusion and Chief Diversity Officer (APEI-CDO). Deans are expected to play an active role in searches for positions that report to their departments or programs to be sure that:

- Search committees develop and carry out aggressive recruitment plans that incorporate the strategies most likely to result in a pool of highly qualified diverse candidates;
- Search committees make recommendations to hire excellent candidates well suited to Mary Washington's mission and long-term success of the university in the competitive Virginia higher education marketplace;
- Each candidate is given full and fair consideration;
- Selection processes along the way do not inadvertently eliminate candidates because of inappropriate criteria.

When recruiting and selecting individuals for teaching faculty positions, the advice and experience of the faculty at the department and program level is essential. Search committees and department chairs/program coordinators play a critical role in soliciting faculty input in the decision-making process. While hiring outcomes depend on the involvement of many people, the deans, Provost, and other senior academic leadership are in the best position to determine if good faith efforts have been made towards equitable hiring across all the colleges and the University.

As we seek to hire the best faculty at the University of Mary Washington, we will need to use a variety of recruitment, advertising and networking strategies. UMW is committed to developing and sustaining relations with a full array of local, national and international professional associations, diverse faculty organizations and interest groups, other state, national, and international colleges and universities, and, in particular, Historically Black Colleges and Universities (HBCUs), Asian American and Native American Pacific Islander serving Institutions, Hispanic serving institutions, and women's colleges. Academic departments, programs, and other administrative units are strongly encouraged to reach out to their discipline-based colleagues at these and other partner institutions to encourage applicants to apply for our positions and to convey the University's genuine interest in building a high quality and diverse faculty.

The University also encourages faculty to consider recruitment and networking while attending conferences, to maintain appropriate professional venues for recruiting, and to explore other variations in the standard recruitment processes. In some cases, this may mean advertising several openings simultaneously and/or using an interdisciplinary search committee. Advance consultation with the Office of the Provost, Dean's offices, HR, and the APEI-CDO on alternative search plans will expedite the eventual review and approval process. The University uses an online applicant tracking system in order to collect comprehensive information about faculty searches in accordance with federal requirements and to allow

departments to maintain and complete the search process more efficiently. This data entry and collection system has the benefit of allowing hiring officials to gauge search response in “real time” for their openings.

### Role of the Office of Human Resources

The Office of Human Resources is responsible for monitoring compliance with federal, state, and university policies and procedures related to faculty searches. For example, The Office of Human Resources plays an important oversight role in the faculty search process. As a federal contractor, UMW must meet the requirements set by the Office of Federal Contract Compliance Programs for recruitment and employment practices that address the underrepresentation of women, minorities, protected veterans and persons with disabilities in our workforce. Guidance will be provided to the committee at the onset of the search. This could include search tools and strategies more likely to yield a more diverse candidate pool. The Office of Human Resources also plays a key role in providing technical support to the search committee chairs in navigating the HR recruitment tracking and the position management system.

### Initial Request and Approval to Hire

1. In CAS, the College Dean will solicit faculty position requests from Department Chairs. In COE and COB, the College Dean solicits requests from the Associate Dean. This typically occurs in the spring of the year preceding any search.
2. Deans meet with the Provost to make decisions on which searches will proceed based on Department, College, and University needs and resources. This typically occurs after the University budget has been established.
3. The Dean will contact the APEI-CDO to have them identify a search advocate (for more information please see the search advocates section of the faculty search procedures) for the search committee. A search committee cannot be formed until after a search advocate has been identified. The Dean will then relay this information to the Search Chair.
4. Deans notify department chairs and the Provost’s Office Administrative coordinator of the departments that have approved searches for the coming year and set timelines for developing a recruitment plan and the search.

### Search Advocates

All faculty searches will have a Search Advocate. Search Advocates are trained external search committee members who promote equity, validity and diversity on searches throughout all stages. Please note that the Search Advocates program has replaced the past practice of search committees seeking out an external member.

The Search Advocate will be a tenured, associate or full professor who has completed UMW Search Advocate training. The Search Advocate will not be a member or affiliate of the department conducting the search. The Search Advocate, Department Chair, Search Chair, and College Dean will meet before the Search Committee is formed to discuss their role and responsibilities. At the first search committee meeting the Search Advocate will explain their role and responsibilities to the search committee. The Search Advocate will be an active voting participant within the search process.

### Developing a Recruitment Plan

*The recruitment plan is completed on a form available on the Human Resources website or through the Dean's office in the college. Once complete, it requires approval from the College Dean, the Provost, and the APEI-CDO. **No position can be posted or advertised without an approved recruitment plan.***

1. The first step in developing a recruitment plan is to form your search committee.
  - a. Faculty hires are made to meet curricular needs and so care must be taken to form a committee that can best assess those needs. The university's commitment to diversity, equity, and inclusion warrants inclusive searches and the process reflects these institutional priorities.
  - b. The Dean will contact the APEI-CDO who will assign a Search Advocate to join the search committee.
  - c. All committees must be approved by the Dean and the Office of Human Resources before proceeding with the writing of the recruitment plan. Committee chairs should start this approval process with the Dean prior to working on the details of their advertisement and/or recruitment strategy which will be included in the recruitment plan.
  - d. The search committee, including the search advocate, will then develop a search advertisement that reflects the needs of the position, the institution, and a curriculum that continues to evolve and change.
  - e. While EOE (Equal Opportunity Employer) statements are required on all search advertisements, it is also expected that ads include a statement about our commitment to teaching a diverse population representative of the Commonwealth of Virginia and contributing to our inclusive environment. For instance,
 

*"Highly qualified candidates will be able to demonstrate dedication to effective teaching and high-impact learning in an inclusive environment that embraces diverse talents and backgrounds."*
  - f. Care must also be taken to attract candidates who can contribute to the curriculum in broad ways. For instance, a candidate for a position in political science might be enticed with the opportunity of teaching a course in (political) communication, or a new faculty member in English might be interested in contributing to the major in Women, Gender, and Sexuality Studies, or somebody being hired to support Biomedical Sciences might have the expertise and interest in supporting a course for the nursing program. Information about these connections and opportunities should appear in the advertisement as it is applicable.
2. The search committee (which is inclusive of the search advocate), should agree on a recruitment strategy that aims to pull in a large pool of diverse candidates. While it will be essential to advertise in normal disciplinary venues, it is also important for the search committee to consider other forms of advertising, outreach, and recruitment in order to ensure the position is seen by as many individuals as possible.

3. Once the recruitment plan is complete, it is sent to the college dean for approval. Any concerns will be worked out between the dean and the search committee chair. Once approved, the plan moves to the provost and APEI-CDO for final approval.
4. The search committee chair is responsible for entering the position into the position management system. The HR Representative will provide the Search Chair with position management system instructions and a checklist for posting positions when the committee begins developing the recruitment plan. Once entered, the position moves to the dean and then through the provost, budget, and finally the senior administrative coordinator in the Provost's office. Please note that chairs of search committees are permitted to start entering the position and developing the recruitment plan simultaneously.

### Posting a Faculty Position

1. Once the position is approved in the position management system and the recruitment plan has been approved by the Dean, Provost, APEI-CDO and Human Resources representative, the search committee chair, or their delegate, creates the posting. Most information for the posting can be taken directly from the recruitment plan.
2. The Human Resources representative reviews the posting and follows up with the search committee chair as necessary to ensure the posting is completely accurate and consistent with the department needs. Items to give special consideration include: date of hire (typically Aug 16 of the following year), required and recommended materials to apply, and proper FOAP for funding the salary, benefits, and search related costs.
3. Once the posting is ready, the Human Resources representative will post the position publicly on the UMW website, state website and other general job boards. Costs for postings are handled within the college, and coordinated with the Dean. In some cases, the department may need to help cover some of the costs.

### Initial Screening

1. Before any screening of candidates can begin, the search committee, Dean, Provost, APEI-CDO, and Human Resources representative, will meet with the full search committee to discuss the process and expectations. Note that this meeting may take place as soon as the position is posted. You do not need to wait until after the search closes to schedule this meeting. Please contact your dean's office manager to help coordinate.
2. At the conclusion of the meeting mentioned above, the Human Resources representative will send each committee member information to access required and voluntary trainings. Required training is to be completed before any committee member begins reviewing files.
3. Initial screening (first round of interviewing)
  - a. The search committee should develop a multi-layered process for doing initial screening, first interviews, and then on-campus interviews.
  - b. Initial screening must only use the application materials and a rubric that reflects the required and preferred qualifications per the job advertisement.

- c. Screening by individual committee members must be documented, and this documentation will be part of the permanent search file submitted to HR at the conclusion of the search process.
    - d. It is recommended that the search committee chair keep a spreadsheet with the results of the initial screening that contains a clear rationale for how candidates were selected to move to the second round of screening.
4. Pool certification
  - a. Once the application deadline has passed, the pool of candidates must be certified by the Dean, Provost, and APEI-CDO. Certification indicates an agreement that the recruitment was handled in such a way as to draw the best possible pool of diverse candidates. In particular, it is essential that the search committee complete all recruitment strategies indicated on the approved recruitment plan.
  - b. After the required training is completed by every member of the search committee, committee members may start screening applicants after the job posting has closed.
  - c. In the event that the pool cannot be certified, the Dean and APEI-CDO will recommend additional steps for extending outreach and pulling in a larger, more diverse pool of candidates, or to delay or cancel the search.
5. Once the pool is certified, the committee can proceed with the second round of screening.
  - a. Only members of the search committee should participate in narrowing the pool. Care must be taken to ensure that each candidate who has applied is given the same opportunity to advance in the screening process. Notes should be taken to document this process. These will be sent to HR before a candidate is offered the position individually or in summary.
6. This screening consists of interviews that could occur via teleconference (e.g., Zoom), live at a conference or professional meeting, or via phone. Regardless of the medium used, it is imperative that all candidates are treated equitably, with consistency across who is doing the interviews and how the candidates are provided opportunities to represent themselves. Each member of the search committee should document their notes. These will be sent to HR before a candidate is offered the position individually or in summary.
7. The committee will identify candidates to invite for campus interviews and present those to the Dean for review before proceeding with invitations. Typically, three candidates are invited. It is rare to proceed with fewer than three on-campus interviews. In rare circumstances, the Dean can approve additional interviews.
8. The Search Committee Chair will update statuses for candidates who do not meet the minimum qualifications to “not interviewed, not hired, send email”. A reason must also be selected, in this case it would be “does not meet minimum qualifications” (NOTE: HR will identify and follow up on the position management system status for current employees not selected for interview.) Care must be taken not to contact candidates with this message until the committee is certain that they are not ever going to be considered for the position.

### On-campus Interviews

1. Final interview candidates are contacted for on-campus interview by the Search Chair.
2. Travel and schedule arrangements are generally handled at the department level, but costs for the first three on-campus interviews can often be covered by the Dean's recruiting budget. Contact the Dean for guidance on available funding.
3. The Search Committee Chair, or designee, schedules on-campus activities.
4. Formal interview questions should be developed by the search committee. These questions should be sent to HR for approval.
5. The formal on-campus interviews typically involve (1) a formal interview with the committee, (2) a formal meeting with the department chair, (3) meetings and meals with faculty/students, (4) a meeting with the dean (scheduled through the dean's office manager), (5) a sample research presentation and/or lesson in front of faculty and students, (6) and tours of facilities, the campus, and the community.
6. Search chairs must ensure that each candidate has a similar experience and opportunities. For example, if one candidate is offered a breakfast meeting with the department chair, then every candidate must be offered a similar opportunity.
7. Each member of the search committee should document their notes regarding the interview. These will be sent to HR individually or in summary before a candidate is offered the position.
8. Feedback should be solicited from those who participated in the interview process and shared with the search committee prior to their deliberations.

### Making Final Decisions

1. The Search Committee meets to review results of the interviews and feedback data collected from those that participated in the candidate's interview. After reviewing everything the committee will prepare written documentation to support their recommendation to include strengths/weaknesses for each candidate.
2. The Search Committee Chair makes a written recommendation to the Dean with documentation of the strengths and weaknesses for each finalist.
3. The Dean and Department Chair discuss salary and other compensation which could include credit toward tenure/promotion and/or startup funds.
4. The Dean makes a recommendation to the Provost.
5. If approved by the Provost, the Search Committee conducts professional reference checks. Professional reference checks may be conducted by different committee members or by one designated member as determined by the Search Committee Chair, Department Chair or Dean.
6. Once successful reference checks are completed, a conditional verbal offer (contingent upon a successful and timely background check) is made by the Dean or Department Chair to the candidate.
7. If the verbal offer is accepted, the Search Committee Chair requests a background check through the HR website.

8. HR completes the background check. An email is sent requesting search materials from Dean/Search Committee Chair.
9. Background check results are typically received within 5-10 days, depending on work history and the candidate's previous residence. Information from the check is communicated to Dean at which time the final offer can be made.

### Closing the Search

1. The Search Committee Chair sends required search materials and documentation with summary form to HR.
2. The Dean's Office drafts the pre-contract letter with review by the Provost's Office.
3. After review the Dean sends the pre-contract letter to the candidate with a copy sent to the Department Chair, HR, Provost Office, and [jobs@umw.edu](mailto:jobs@umw.edu).
4. The Search Committee Chair updates any candidates who have applied for the position (initial screening) that were not selected for interviews as either "Interviewed, Not Selected, no email" or "Interviewed, Not Selected, send email" in the position management system. Please note that this latter status will send an email to these candidates automatically through the position management system.
5. The Search Committee Chair notifies candidates interviewed on campus and not selected for the position within 10 days of the pre-contract letter being completed and notifies Recruitment Manager when this has been completed. In most cases, search committee chairs should contact all of the interviewed candidates with a more personalized thank you note and explanation that they are not advancing in the process. Only after those messages are sent should their status in the position management system be changed. The Human Resources representative or Hiring Manager will update statuses in the system for these candidates upon notification that they have been informed they were not selected for the position. This will ensure that they do not still receive a system-generated email.
6. Board of Visitors (BOV) approval of hire: Once the BOV formally approves the hire, the official Letter of Appointment is sent by the Provost's Office with a copy to the Dean.
7. The Provost's Office sends Human Resources the copy of the data sheet (an online form), CV and original transcripts once the approval letter is sent to selected candidate.
8. If the search closed without a suitable hire, the Closed Without Hire Form should be completed by the Dean and submitted to the Provost's Office and HR.

### Revision History

Developed in 2016 by the Office of Human Resources  
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