UMW Faculty Search Procedures

Responsibility and Accountability for Faculty Searches

Faculty, Department Chairs, Deans, Search Committees, the Office of Human Resources, 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 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 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). 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 recruitment plans that incorporate the strategies most likely to result in a pool of highly qualified candidates;
- Search committees facilitate the process that leads to recommendations for hiring excellent candidates well suited to Mary Washington's mission and long-term success in the competitive Virginia higher education marketplace;
- Each candidate is given full and fair consideration;

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 ensure that search policies and actons comply with existing civill rights law.

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. 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 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.

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. Guidance will be provided to the committee at the onset of the search by a representative from Human Resources. 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. The College Dean will solicit faculty position requests from Department Chairs. 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. 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.

Developing a Recruitment Plan

The recruitment plan is completed on a form available through the Dean's office in the college. Once complete, it requires approval from the College Dean, and the Provost. ***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.
   b. 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.
   c. 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.
   d. Informed by the first meeting with the Dean, the search committee 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. 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, should agree on a recruitment strategy that aims to pull in a large pool of 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.
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 and Human Resources representative, the search committee chair 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. The search committee chair will post the job on placement sites not posted to by Human Resources as well as on other sites listed in the recruitment plan. 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.

Pre-Screening

1. The search committee should develop a multi-layered process for doing initial screening, first round of interviews, and then on-campus interviews.
    a. Initial screening must only use the application materials and a rubric that reflects the required and preferred qualifications per the job advertisement.
    b. 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.
    c. 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.
2. Once the pool is certified, the committee can proceed with the first 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 notes will also later be sent to HR before a candidate is offered the position individually or in summary.

b. 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 equally, 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.

3. The committee will identify candidates to invite for campus interviews and present those to the Dean for review before proceeding with invitations.
4. 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.
5. The Search Committee conducts professional reference checks at this point via email, phone, or virtual methods. Or, they may ask for recommendation letters from references. Professional reference checks may be conducted by different committee members or by one designated member.
6. The Search Committee Chair will update statuses for candidates who do not meet the minimum qualifications in the position management system.

<u>On-campus Interviews</u>

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 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 similar 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 search committee will prepare written documentation of the strengths/weaknesses for each candidate in the finalist pool
2. The Search Committee Chair makes a written recommendation to the Dean with the documentation of the strengths and weaknesses for each finalist
3. The Dean, Provost, and the 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. Contingent on successful reference checks, a conditional verbal offer (also contingent upon a successful and timely background check) is made by the Dean or Department Chair to the candidate.
6. If the verbal offer is accepted, the Search Committee Chair requests a background check through the HR website.
7. Pre-contract letter is sent prior to the completion of the background check. The pre-contract letter will mention pending successful completion of background checks.
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 the 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 Provost's Office drafts the pre-contract letter.
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.
4. The Search Committee Chair notifies candidates not selected for the position within 10 days of the pre-contract letter being completed and returned with signature and notifies Human Resources. 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.
5. 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.

6. 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.
7. 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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