

**2017-2018**

**Guidelines for Creating Job Descriptions,  
Conducting Searches, and  
Hiring Faculty  
At  
Kennesaw State University**

**(Including University and College Level Administrators)**

Updated by  
The Office of the Provost and Vice President for Academic Affairs

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## **Introduction**

This publication is a reference guide for the recruitment, selection, and hiring of an individual selected to fill an approved full-time, tenure track or non-tenure track faculty vacancy, an approved senior-level academic administrator vacancy, limited term faculty position, or part-time faculty position with Kennesaw State University. For information regarding terms of employment or employment policies, please refer to the KSU Faculty Handbook.

Kennesaw State University encourages departments to work diligently to recruit and retain the most qualified faculty by creating an inclusive environment that welcomes and celebrates diversity. Our policies and procedures reflect federal and state laws, and our employment process adheres to equal employment opportunity and affirmative action provisions. Our policies and procedures reflect our commitment to employment processes that are fair and equitable and promote equal opportunity in hiring and employment. Kennesaw State University, a member of the University System of Georgia, is an affirmative action, equal opportunity employer.

## **Defining Diversity and Inclusion**

Diversity and inclusion involves an intentional and active commitment to embrace difference and create belonging for the purpose of expanding knowledge; educating capable citizens and workers; encouraging self-actualization; and serving local, state, national, and international communities. Creating and achieving diversity and inclusion involves a commitment to educational equity, cross-cultural understanding, and the creation of respectful, open communities. Creating a welcoming and inclusive university requires more than tolerance, acknowledgement of differences, or awareness of others. Diversity and inclusion require intentional dispositions and practices:

- Studying and understanding the interrelationships between societies, cultures, and natural environments.
- Holding mutual respect and understanding for one's own lived experiences and others who's lived experiences and perceptions differ from one's own.
- Recognizing that diversity is not only representation but also involves ways of knowing and being.
- Understanding that cultural, institutional, and personal discrimination creates and sustains unearned privileges for some individuals and groups and concomitant undeserved disadvantages for other individuals and groups.
- Concentrating on dismantling policies and practices that perpetuate discrimination while simultaneously developing policies and practices that support equality and belonging.
- Creating and sustaining communities across and from our differences that enable faculty, staff, students, and other stakeholders to continually work to end all forms of discrimination.

Academic excellence is grounded in campus environments and intellectual conditions that affirm the dispositions and practices described above. Diversity and inclusion are crucial to the intellectual vitality of any college or university. It is through freedom of exchange over different perceptions, experiences, beliefs, and ways of knowing in safe, supportive, and nurturing environments that individuals develop the critical thinking, citizenship, and leadership skills that will benefit them throughout their lives. Diversity and inclusion engenders academic engagement where teaching, working, learning, and living take place in pluralistic communities of mutual respect.

## **Confidentiality, Georgia Open Records, and Recordkeeping**

The privacy of all applicants must be maintained and respected during the faculty search process. Search materials, including the application materials submitted by applicants and the deliberations and conversations of the search committee, should not be shared with those not on the search committee. Faculty search materials external to the online system should be stored in a secure location, and only faculty members/administrators/staff directly involved in the search process should have access to the materials. An applicant's name and application materials should remain confidential until he/she accepts an invitation for the campus visit.

According to the Georgia Open Records Act, faculty search documents are open for inspection, and applicants should be made aware that their application materials are subjected to this act. If a department receives an Open

Records request relating to a faculty search, the department should contact the KSU Office of Legal Affairs, which provides all official responses to Open Records requests on behalf of the University and university officials.

At the completion of the faculty search, search materials external to the online system are to be stored in the department or college office in a secure location for two years, or until final resolution of any complaint involving an applicant, whichever is longer. After that point, these records should be appropriately marked and the Office of Records Management should be contacted to arrange for off-site storage for four additional years. Records retained for each faculty search include, but are not limited to, the following: (1) application materials from all candidates, including letters of application or application forms, curriculum vitae or resumes, academic transcripts, samples of writing or publications, and reference letters, (2) job descriptions/position announcements, (3) position advertisements, (4) approval documentation to initiate the position search, (5) candidate lists, (6) faculty search committee memoranda, (7) evaluation rubrics and scoring sheets for applicants,<sup>1</sup> (8) interview questions (including those for telephone and face-to-face interviews) and notes,<sup>1</sup> (9) telephone reference check questions and notes,<sup>1</sup> and (10) itineraries of finalists invited to campus.

### **Equal Opportunity and Affirmative Action Monitoring**

The responsibility for monitoring compliance with the University's Affirmative Action Plan and College Recruitment plans in the employment process rests with the Office of the Provost and Academic Affairs and the Office of Institutional Equity.

### **Advertising and Hiring Deadlines**

To ensure all faculty advertising and hiring guidelines are met, positions must be posted by the following dates:

Fall Hires – advertise by March 1; all hiring paperwork submitted by July 1

Spring Hires – advertise by October 1; all hiring paperwork submitted by December 1

Summer Hires – advertise by February 1; all hiring paperwork submitted by April 1

### **Procedures for Hiring a Full Time Tenure Track or Non-Tenure Track Faculty Member**

#### **Determining New Faculty Position Openings**

Full-time academic faculty positions fall into 1 of 3 categories: (1) a permanent, full-time, tenure track faculty vacancy; (2) a permanent, full-time, non-tenure track faculty vacancy; or (3) a limited term, full-time faculty vacancy. The recruitment, selection, and employment of an individual for an approved permanent, full-time, tenure track or non-tenure track faculty position requires a national search.

#### **Availability of a Permanent Faculty Position**

A permanent full-time faculty vacancy will normally occur in 1 of 3 instances: (1) the retirement of a faculty member who has an annual full-time faculty contract; (2) the resignation/non-renewal of a faculty member who has an annual full-time faculty contract; or (3) the addition of a new, budgeted, line-item, faculty position approved by the Provost and Vice President for Academic Affairs and/or the Academic Dean of the College.

#### **Initiation of a Tenure Track or Non-Tenure Track Faculty Search Process**

To initiate the faculty search process, an academic Department Chair/School Director will meet with his/her Dean. The Dean and the Department Chair/School Director will clarify position responsibilities, position expectations, position title and rank, approved level of position funding, and required minimum applicant credentials.

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<sup>1</sup> Note: A master sheet reflecting the consensus of the search committee as a whole (rather than each individual faculty member's notes) is retained.

When a vacant position results from the retirement or resignation of a full-time faculty member, that faculty member must present a formal letter of retirement/resignation to the Provost and Vice President for Academic Affairs or his/her designee with copies to his or her Dean and Department Chair/School Director. No search can begin until receipt of this letter has been acknowledged by Academic Affairs.

Unless circumstances and persuasive arguments exist for recruiting and hiring a highly experienced faculty member at the rank of Associate Professor or at the rank of Professor, faculty searches should attempt to recruit and employ individuals at the rank of Assistant Professor. Employment offers can only be extended for the rank which is explicitly stated in the advertised job description and applicants must meet the required specifications stated in the advertised job description.

A department must attempt to fill its permanent, budgeted, full-time, tenure track or non-tenure track, faculty position openings with a permanent faculty member as soon as possible.

### **The Position Description**

The Department Chair/School Director, with input from the search committee and/or the Department Faculty Council (DFC), will develop a job description following a template provided by the Office of Academic Affairs. Because a position may have associated nuances that the template does not address, this template should be used only as a guide when writing a position description. Note: Any position that has a specific requirement for ability, height, or weight restrictions must be essential to the job and state such requirements in the posting.

The position description is the basis used for creating a posting and establishing the criteria for evaluating the applicant pool. The rubric of selection criteria and procedures for screening, interviewing candidates, and keeping records must be determined before advertising the position. The department must provide information on recruitment activities for underrepresented groups when the job description is created in the online system. Provide this information in the field entitled "Will you be posting in any other publications?"

The job description should be defined in the widest possible terms consistent with the department's needs and aim for consensus on specific specialties or requirements. The committee should make distinctions between what are minimally required criteria (i.e., a terminal degree in the discipline) and what are ideal criteria in the position description (i.e., three or more years of successful teaching experience in a college/university) so that the stated criteria help to refine the pool of applicants without needlessly limiting the pool of applicants. The committee should consider the following practices to help diversify its applicant pool:

- Add a statement asking applicants how they will add to intellectual diversity within the department and/or how they will work successfully with diverse students and colleagues.
- Use proactive language in the position descriptions to indicate a department's commitment to diversity. Doing so may make the position more attractive to persons of underrepresented groups. Examples may be obtained from the Office of Institutional Equity.
- Offer information in the position description about the university and its location.

Prior to being published in any form, a proposed faculty position job description must be approved via the online system by the appropriate parties in the chain of approval. The job description will be entered in the online system by the departmental administrative assistant, Search Committee Chair, or Department Chair/School Director.

### **Formation and Duties of a Search Committee and "The Charge"**

Serving as a member of a search committee is an important responsibility. Search committees must be sensitive to the fact that they represent the institution to an external audience. Conducting a search in a timely, professional, and legal manner reflects well upon a hiring department and upon the institution. Following the guidelines and recommendations in this document will lessen the possibility of future difficulties.

The appropriate academic Dean or Department Chair/School Director will appoint a search committee or the department faculty will elect the search committee prior to advertising the approved and budgeted faculty position vacancy. The composition of a search committee will depend upon the size and specific needs of the hiring department but should be no less than five (and preferably an odd number of) members. Search committees must be made up of diverse members. Search committee members may come from on or off campus. The chair of a search committee may or may not be the Department Chair/School Director of the hiring department for a faculty position but must be a full-time, permanent KSU faculty member. The search committee members cannot be candidates for the search in which they are serving as committee members.

Kennesaw State University utilizes an electronic, online, information technology-based recruitment/retention tracking system to administer searches. Search committee members will be provided an alternate way to access the system once the position is advertised.

The makeup of a search committee and its charge play a role in the ultimate outcome of the search. It is important that issues of composition and the charge to the search committee be addressed deliberately and early. Search committees should be comprised of persons who have different perspectives and expertise. Search committees should also consist of members who are diverse with respect to gender, race, ethnicity, expertise, sexuality and/or rank when possible. Departments should refer to the College's and/or Department's governance documents for any additional search committee composition guidelines.

The search committee performs critical functions, including reviewing and screening applications, interviewing applicants, checking and documenting references, and recommending finalists for the position. Any offer of full-time employment extended to the potential faculty member, however, will be made by the Dean or Dean's designee. Such offers will be made on behalf of and based on the authority of the President and of the Provost and Vice President for Academic Affairs. Any changes in a verbal offer must be approved by the Dean and Provost and Vice President for Academic Affairs. A formal offer letter will be issued by the Provost and Vice President for Academic Affairs once the verification process is complete.

Each search committee should be clearly "charged" by its respective Dean or designee. The charge should occur in person at the committee's first meeting. The committee charge should include, at minimum, the following:

- In general, all of the search committee members should be present at all interviews, including phone, web, and/or in-person interviews. It is understood issues arise and the presence of all members during interviews might not be possible. If all members of a search committee cannot be present, it is highly recommended that the search committee set a quorum that reflects the minimum number of members that must be present to conduct an interview, regardless of the type of interview. That quorum should be set before the interviews starts and met for the duration of all interviews. Adherence to the quorum helps to ensure that all candidates are treated in the same manner and there is a fair and equitable process. While advertising positions at professional conferences/meetings is encouraged, interviewing and short-listing of candidates cannot take place at professional conferences/meetings;
- Information about the college's and department's commitment to and strategies for hiring and advancing a diverse faculty;
- A description of requirements/expectations of the faculty in this position including the following: acceptable degree(s); rank; publication/scholarly expectations; area(s) of expertise; teaching expectations (keeping in mind the successful candidate must meet SACSCOC qualifications for any courses to which they are assigned); specific service or administrative roles for which the person must be qualified; any specific skills or experience or licenses/certifications the successful applicant should possess; and other areas deemed appropriate for the specific position and hiring unit;
- A reminder of the campus resources available to consult as questions arise throughout the search process;
- Information on how to provide feedback about the finalists (for example, rank ordering or providing only strengths and weaknesses to the Dean);

- A reminder about privacy expectations and confidentiality of applicant information throughout the search process;
- Information about methods for treating all candidates the same during the interview process;
- A reminder that Georgia is an Open Records state and the significance this law has for searches;
- Information on the search committee's budget;
- A general timeframe for completing the search; and,
- A reminder that, in order to avoid the appearance of a conflict of interest, following the closing date and after initial review of the application documents of all qualified applicants, if a search committee member discovers that one or more applicants is a person or persons with whom the member has or has had a prior relationship (for example, a colleague at a prior institution, a colleague with whom one has published, a prior intimate/dating partner, a sister or brother, a spouse, and so on), s/he must make this information known to the committee, the Department Chair/School Director, and/or Dean, who will then discuss whether it is appropriate for that search committee member to be replaced on the search committee.

### Advertising the Position

For national tenure track and non-tenure track faculty searches, the Office of Academic Affairs will pay for a one-time online posting of the faculty position in four national outlets: 1) the *Chronicle of Higher Education*, 2) *Diverse: Issues in Higher Education*, 3) *HigherEdJobs.com*, and 4) *InsideHigherEd.com*. The Office of Academic Affairs has a contract with a national recruitment advertising firm for advertising faculty positions. The Office of Academic Affairs will use the job description created in the online system to create an advertisement which will be published in each of the four outlets using the services of the recruitment advertising firm. Because the advertisement published in any external outlets serves as the official national advertisement when the recruitment process is used for permanent residency sponsorship, it is crucial to capture the accurate job title, rank, required experience, education, and skills in the advertisement. Any additional recruitment activities by the department must be reported to the Office of Academic Affairs with start and end dates of the recruitment along with a copy of the advertisement or announcement distributed. Departments must use the exact national advertisement language when placing their own advertisements. The Office of Academic Affairs will include a copy of the national advertisements in the online system. You are allowed to hire more than one person from a single posting in the online system if funding is available and identified during posting creation. However, the job duties and required education must be identical for each position. All tenure track and non-tenure track positions must be advertised nationally for a minimum of 30 days before the application deadline. Offer letters to final candidates will not be issued until all advertisements have been closed.

When a position and its announcement are approved, the Office of Institutional Equity will post the job description with the University System of Georgia Applicant Clearinghouse and notify the system office of the position opening and search. The Search Committee Chair will then receive an email containing a Registrant Report from Applicant Clearinghouse. The Registrant Report is a list of individuals generated by cross-matching discipline and degree level with the job description. The Applicant Clearinghouse asks that the committee scan the report for potential applicants for the position, contact those who may be qualified, and invite them to apply via the online system.

For national searches, a department has the option to advertise nationally in disciplinary outlets and/or other national diversity outlets. Departments should start by checking with their Dean and/or Department Chair/School Director to determine if there are advertising funds available. If funds are available, departments have the option of working with KSU's contracted recruitment advertising firm for their disciplinary, diversity, or local advertising outlets. The Office of the Provost and the Vice President for Academic Affairs can provide the contact information for the recruitment advertising firm.



Search committees may seek advice from the Office of Institutional Equity on diversity outlets for advertising and promoting open positions. The Chief Diversity Officer and Equal Opportunity Officer have identified several publications, listservs, and web pages for recruiting applicants. Recommended publication outlets include:

- *American Association of University Women*
- *Diverse Issues in Higher Education*
- *Hispanic Outlook in Higher Education*
- *Insight Into Diversity*
- *The National Association of Asian American Professionals*
- *Women in Higher Education.*

Most fields have resources, such as listservs and email groups, that may be helpful for identifying qualified applicants from underrepresented groups. Search committees should seek these additional resources at <http://diversity.kennesaw.edu/search-committee/index.php>.

All external advertising efforts must be reported by the hiring department during the job description creation in the online system.

### **Beginning the Search**

The Department Chair/School Director and the Dean should view the Office of Institutional Equity status summary in the reports tab of the job description and review the size and diversity of the pool. Based on the information provided, the Dean will make a decision to move forward with the next phase of the search or to extend the application deadline in order to cast a wider net to attract more qualified and/or diverse applicants. The final decision on moving forward with a search or extending the application time rests with the Dean. This process will be repeated when finalists are selected for the on-campus interview. It is imperative to transition the applicants to the proper applicant review workflow state via the online system as close to real-time as possible because these transitions feed the Office of Institutional Equity summary report.

### **Applicant Review**

All applicants for faculty positions must apply via the online search system. The appropriate search committee member(s) must conduct an initial screening of each applicant's credentials following procedures established by the search committee. Applicants eliminated during the initial review must be transitioned to the proper workflow as close to real-time as possible and will automatically receive an email from the online system to notify them of their status.

### **Creating the Short List**

The search committee begins an in-depth screening of all remaining qualified applicants to narrow the pool to a short list of candidates who will be considered for a telephone interview. The key to obtaining a good short list is to create a fair evaluative process that is consistent across all applicants. While advertising positions at professional conferences/meetings is encouraged, interviewing and short-listing of candidates cannot take place at professional conferences/meetings.

### **Telephone/Video Conference Interviews**

Committee members should remember that in order to keep evaluation bias at a minimum, all interviews must be based on a common set of questions asked of all applicants and all interviews must be performed in the same manner (i.e., telephone, Skype, WebEx, etc). Notes should be taken by the interviewer(s). A summary of these notes should be included as part of the applicant's materials. In general, all of the search committee members should be present at all interviews, including phone, web, and/or in-person interviews. It is understood issues arise and the presence of all members during interviews might not be possible. If all members of a search committee cannot be present, it is highly recommended that the search committee set a quorum that reflects the minimum

number of members that must be present to conduct an interview, regardless of the type of interview. That quorum should be set before the interviews start and met for the duration of all interviews. Adherence to the quorum helps to ensure that all candidates are treated in the same manner and there is a fair and equitable process.

Committee members who cannot be present for any portion of an applicant's interview with the search committee should not participate in the evaluation of that applicant's materials when creating the finalist list for campus visits. Thus, it is important for the committee to include provisions for those members who may be absent, including asking applicants for permission to record their interviews or conferencing in committee members. The search committee can explain to candidates that adherence to the nondiscrimination clause is taken seriously at Kennesaw State and all employees are expected to abide by the policy in all aspects of employment. Candidates can be reminded that should he or she be made an offer of employment and accept they also accept and must commit to nondiscrimination in their work at Kennesaw State. Candidates can be asked to sign and date the statement as evidence it was reviewed with them.

### **The Finalists**

After the telephone interviews are complete, the search committee develops the finalist applicant pool they are recommending for on-campus interviews. The Department Chair/School Director reviews the finalists that the search committee has recommended for campus interviews and should view the Office of Institutional Equity status summary report under the posting's reports tab in the online system to review the size and diversity of the finalist pool. The Department Chair/School Director then uses the online system to recommend to the Dean applicants in the finalist pool for campus interviews. The Dean should view the Office of Institutional Equity status summary in the reports tab, review the size and diversity of the finalist pool, and based on that information determine whether the search can continue.

The ultimate decision on the final pool of applicants invited for an on-campus interview and on proceeding with on-campus interviews is made by the Dean. Although most search committees invite two or three candidates to campus, there is not a minimum number required. If only one viable candidate is available, he/she should be invited for an on-campus interview.

Once a candidate is on the finalist list for consideration for an on-campus interview, the search committee must inform the candidate that the search committee intends to confer with the references given and may include additional references not on the candidate's reference list (including those from the applicant's home institution such as the applicant's current supervisor). Committee members must receive permission from the applicant to contact individuals who are not on the reference list. It is preferable to receive this confirmation in writing. Reference checks may occur prior to or after the campus visit. Once an applicant is invited and accepts an on-campus interview, the candidate's CV becomes public and may be shared with interested parties.

All candidates selected as finalists for on-campus interviews should be chosen on the merits of their qualifications for the advertised position. If an internal candidate applies for a faculty position, the internal candidate should undergo the same processes as the external candidates. Courtesy interviews with currently employed faculty or other candidates are inappropriate and should not be conducted as a routine procedure in the search process.

At all stages of the search, the search committee must avoid seeking information that could be viewed as contributing to a biased hiring decision. Such inappropriate behavior includes making inquiries outside the confines, protocols, and knowledge of other search committee members. Kennesaw State University (in compliance with federal, state, and local laws, and the University System of Georgia and KSU policies) prohibits discrimination based on considerations of such characteristics as age, color, disability, ethnicity, gender, marital status, national origin, parental status, political affiliation, race, religion, sexual orientation, or veteran status. Inquiry into these areas may be regarded as improper or illegal. To avoid seeking information that could be viewed as contributing to a biased hiring decision, all search committee members must avoid asking improper and/or illegal questions. The Human Resources Office at Kennesaw State University offers training workshops regarding conducting searches. Email [hr@kennesaw.edu](mailto:hr@kennesaw.edu) or call extension 6030 for times, location and reservations. All applicants should be made aware that a background check is required for employment.

## **The Campus Visit**

The campus interview is an opportunity for the department and college to communicate its interest in the candidate's professional credentials and to provide information about Kennesaw State University's working environment to the candidate. The search committee can explain to candidates that adherence to the nondiscrimination clause is taken seriously at Kennesaw State and all employees are expected to abide by the policy in all aspects of employment. Candidates can be reminded that should he or she be made an offer of employment and accept they also accept and must commit to nondiscrimination in their work at Kennesaw State. Candidates can be asked to sign and date the statement as evidence it was reviewed with them.

On-campus interviews for tenure track faculty positions are typically scheduled for a full day, usually with a candidate arriving the evening before the interview. The candidate's interview schedule often includes meeting with the search committee members, the Department Chair/School Director, Dean, faculty (including members of faculty in related departments, especially in the case of teacher education and joint appointment positions), and/or students. The candidate will give a presentation to faculty, and possibly to students, on a topic related to the position description. The components of the interview schedule should be consistent for all finalists.

The search committee is encouraged to provide informational resources during the campus visit, including information about policies and procedures concerning paid or unpaid leave, ADA accommodations, tenure and promotion, the University Strategic Plan, college and departmental goals, and other support documentation. Additional resources to create such informational packets are available through Human Resources and the Office of Institutional Equity.

Search committees should attempt to collect input from all constituencies involved in the on-campus interviews except those parties who provide a separate evaluation of the candidates (e.g., the Department Chair/School Director and the Dean). If the committee asks for input from the faculty, staff, students, and/or external constituents, such input must be submitted on a standardized form developed specifically for each individual search with a note on the form indicating other formats will not be accepted or reviewed. The criteria that the constituencies use for evaluation purposes must be consistent for all finalists. All constituencies must be reminded to avoid seeking information that can be viewed as contributing to a biased hiring decision.

## **Paying for the Campus Visit**

State policies indicate that State funds can only be used for the candidate's travel-related transportation (airline or driving), lodging, meals, and other incidental expenses (such as airport parking) related to the search. In addition, the candidate must make a presentation during the interview if State (i.e., college or department) funds are used to reimburse the candidate. The candidate's itinerary must include the presentation in order to be submitted as a supporting document for reimbursement.

Travel-related transportation, lodging, meals, and other incidental expenses incurred by the candidate should be covered by the department budget and handled through routine processes for reimbursement. State funds cannot be used for meals related to the search for the search committee members. If funding is available in the Dean's Foundation account, the Dean may authorize use of these funds to support search committee members' meals with the candidate.

If an international faculty candidate has been invited for an on-campus visit, the International Tax Specialist in the Office of Finance and Accounting (<http://www.kennesaw.edu/finance/international/aboutus.html>) must be contacted prior to the campus visit concerning travel reimbursement policies for the candidate.

## **Making an Offer**

Search committees are NOT responsible for making the final selection or hiring decision. The Dean, in consultation with the Department Chair/School Director and the search committee, makes a faculty hiring decision on behalf of and based on the authority of the President and the Provost and Vice President for Academic Affairs. Because of the committee's in-depth exposure to the finalists, the Dean should give special attention to the committee's evaluations

and recommendations in the final selection decision. The search committee will summarize the input received from the interview process and provide its evaluations and recommendations to the Department Chair/School Director and Dean outside the online system. The Search Committee Chair should clarify with the Department Chair/School Director and/or the Dean how he/she would like this information presented (this clarification typically occurs at the time of the committee's charge). The Dean's consultations and hiring and decision-making processes, including collection and review of requisite documentation from the search committee and Department Chair/School Director, take place outside of the online system.

The Department Chair and/or Dean will use the online system to begin the hiring proposal for the applicant selected as the final candidate recommended for hire. If a candidate is currently under contract at another University System of Georgia institution, the Department Chair/School Director must contact the President's office via email prior to making a verbal offer. KSU's President will contact the President of the other institution before an offer is made to the candidate.

All approvals for the final recommendation for hire will be processed via the online system. The verbal offer will be approved by the Provost and Vice President for Academic Affairs via the online system. No verbal offer should be extended until the Provost and Vice President's for Academic Affairs approval has been granted via the online system and has been received by the hiring manager.

The way an offer is negotiated may have a huge impact not only on the immediate hiring outcome, but also on the new employee's future at KSU. To ensure equity, the Dean or the Dean's designee should aim to empower the candidate to advocate on his/her own behalf by providing all candidates with a complete list of items that would be possible to discuss in the course of a negotiation. This list will vary by academic discipline and should include those items that will maximize the likelihood of candidate success. Some of these areas include (but are not limited to) the following:

- Salary;
- Course Release Time;
- Lab Equipment;
- Technology Needs/Requests;
- Lab Space;
- Renovation of Lab Space
- Clerical/Administrative Support
- Research/Teaching Support (Graduate or Undergraduate Assistant);
- Teaching Load;
- Travel Funds;
- Discretionary Funds;
- Relocation and Moving Expenses;
- Summer Salary; and
- Other Issues of Concern to the Candidate.

Preferably, the Dean or designee will provide the faculty hire with a written confirmation of the negotiated items. Doing so ensures mutual understanding of the final agreements. Upon hiring, any Memorandum of Understanding (MOU) between the department and the candidate must be loaded into the online system to be included in the faculty member's file.

Relocation and moving expenses, up to \$2,500.00, may be provided to new, full-time, tenure track and non-tenure track faculty members if funds are available from the Office of Academic Affairs. Additional funding for tenure track and non-tenure track faculty may be provided by the department, and/or college budget, and if the candidate meets all requirements established by the IRS and BoR/KSU policy. The exact amount of reimbursable relocation expenses is determined using a base allocation (but may vary on a case-by-case basis, as appropriate) and will be specified in the written offer of employment. Please refer to the Payroll Department website for the complete relocation policy and to access the KSU Relocation and Moving Expense Reimbursement form.

The Dean or Dean's designee must negotiate employment terms with the selected candidate. Some of the negotiable employment terms might include the faculty member's rank and credit toward tenure/promotion (for faculty candidates with significant prior work experience). In exceptional cases, the President may approve an outstanding distinguished senior faculty candidate for the award of tenure upon the faculty member's initial appointment if the appointment is at the level of Associate Professor or Professor, the candidate was tenured at a prior institution, and the candidate brings a demonstrably national and/or international reputation to KSU. In most of these cases, the President will consult the tenure and promotion committee and Department Chair/School Director for the department/school hosting the faculty member before awarding tenure upon appointment. If any aspect of the verbal offer changes during negotiations, the hiring proposal must be updated and the Provost and Vice President for Academic Affairs must approve the change. Remember, a verbal offer cannot be made to a candidate who is currently under contract at another University System of Georgia institution until the Department Chair/School Director has contacted the President via email and the President has notified the other institution.

The candidate should be asked to make his/her decision in a timely manner. After the candidate accepts the verbal offer, the hiring manager completes the hiring proposal via the online system. Once the final hiring proposal has been reviewed and approved by Academic Affairs, the Provost and Vice President for Academic Affairs will send an official offer letter of employment to the candidate. For full-time, tenure track and non-tenure track faculty hires, the President of the University will issue a formal employment contract. The Office of Academic Affairs will accept unofficial transcripts to begin processing the completed hiring proposal and generate an official offer letter, but official transcripts must be received by the Office of Academic Affairs before the hiring will be completed. Applicants must submit official graduate academic transcripts from all accredited institutions attended. Applicants that submit unofficial transcripts must submit official transcripts within 20 days from the date of the offer letter. Failure to provide the University with official academic transcripts will result in termination of employment. The evaluation of academic transcripts should be conducted prior to the interview process. Applicants that have degrees from outside of the United States must request a course-by-course credential evaluation of their transcript. The National Association of Credential Evaluation Services ([www.naces.org](http://www.naces.org)) lists members who may be contacted for assistance in evaluating foreign credentials.

If a selected candidate is a foreign national who requires a work visa, work authorization for their visa, or sponsorship from KSU, the Department Chair/School Director must contact the Deputy Director of SEVIS and Visa Compliance or the Director of International Student and Scholar Services in the Division of Global Affairs ([sevis@kennesaw.edu](mailto:sevis@kennesaw.edu)) within five (5) business days after the verbal offer has been accepted to ensure that the newly hired faculty will be eligible to work in the United States at the time he/she begins work at the institution. Information on hiring International Employees can be found at the Human Resources website.

### **Completing/Closing the Search**

After Faculty Affairs finalizes the hire, it is the Department Chair/School Director's responsibility to remove the posting from the web by selecting the appropriate transition in the online search system. The Department Chair/School Director must also work with the Search Committee Chair to take action to dispense of the remaining applicants in the online system. All of these final steps to complete/close the search must occur within 30 days of the verbal offer being accepted.

It is recommended that search committee members debrief after the search to discuss what worked and what did not work and to provide feedback to the Dean and Department Chair/School Director for future searches. Any search records external to the online system (i.e., summary of interviews, itineraries, etc.) should be stored in the department office for three years.

### **Failed Searches**

If no acceptable candidate surfaces in the search, or if all acceptable candidates decline or withdraw from the search, the Dean and Department Chair/School Director have three options. If sufficient time remains before the stated start date, the Department Chair/School Director may simply extend the search. Depending on how the job description was originally written, doing so may involve changing the application deadline on the posting in the online system. Alternatively, the Department Chair/School Director may decide to leave the position vacant or fill it with a limited

term appointment. If the position is left vacant for the advertised start date or filled with a limited term appointment, the search must be officially closed, applicants notified and dispensed of in the online system, and a new posting with job description created at a later date. If the position is filled with a limited term appointment, a new job description must be created in the online search system; the full-time posting cannot be used to hire a limited term faculty member. If an applicant was not hired for the position, the Department/Chair should mark the job description as “Search Cancelled” or “Closed,” and this information will be reported by the Office of Institutional Equity to the University System of Georgia Applicant Clearinghouse. All steps required to close a posting of a failed search must be made within 30 days of the decision to fail, close, or cancel the search.

## **Procedures for Hiring a Full-Time, Tenure Track and Non-Tenure Track Academic Administrator**

For all academic administrative positions at the rank of Department Chair or above, such as Assistant/Associate Deans, Deans, Assistant/Associate Vice Presidents, and Associate Provost, a search is conducted. For Deans, there is a national search. If a Department Chair’s term of office has ended but is renewed by appropriate parties (in accordance with policies specified in college and/or department governance documents), the Department Chair will continue in that role without a search for the additional term. For Assistant/Associate Deans, Assistant/Associate Vice Presidents, or similar positions, the options are a national or internal search. The Provost and Vice President for Academic Affairs may also use the services of an executive search firm for an executive level academic administrator position. The search firm will typically use the following steps to hire the appropriate faculty member: organization of the search process, analyze the needs of the institution, recruitment of strong and inclusive candidate pools, candidate evaluation and selection of semi-finalists, interview and committee recommendations, finalist interviews and facilitation of appointments.

KSU faculty can be reassigned administratively to the role of acting or interim administrative faculty positions of instructional department chair or higher. For all interim positions at the rank of Department Chair or above, the Dean, in consultation with the Provost and Vice President for Academic Affairs, or the Provost and Vice President for Academic Affairs, as appropriate, will examine the department/college/university faculty for a qualified or interested candidate. If a qualified or interested faculty member is not found internally (either to the department, college, or KSU), the Dean or Provost and Vice President of Academic Affairs, as appropriate, may elect to conduct a national search and advertise the position nationally.

### **The Position Description**

The Department Chair/School Director, with input from the search committee and/or the Department Faculty Council (DFC), will develop a job description following a template provided by the Office of Academic Affairs. Because a position may have associated nuances that the template does not address, this template should be used only as a guide when writing a position description. Note: Any position that has a specific requirement for ability, height, or weight restrictions must be essential to the job and state such requirements in the posting.

The position description is the basis used for creating a posting and establishing the criteria for evaluating the applicant pool. The rubric of selection criteria and procedures for screening, interviewing candidates, and keeping records must be determined before advertising the position. The department must provide information on recruitment activities for underrepresented groups when the job description is created in the online system. Provide this information in the field entitled “Will you be posting in any other publications?”

The job description should be defined in the widest possible terms consistent with the department’s needs and aim for consensus on specific specialties or requirements. The committee should make distinctions between what are minimally required criteria (i.e., a terminal degree in the discipline) and what are ideal criteria in the position description (i.e., three or more years of successful teaching experience in a college/university) so that the stated criteria help to refine the pool of applicants without needlessly limiting the pool of applicants. The committee should consider the following practices to help diversify its applicant pool:

- Add a statement asking applicants how they will add to intellectual diversity within the department and/or how they will work successfully with diverse students and colleagues.
- Use proactive language in the position descriptions to indicate a department's commitment to diversity. Doing so may make the position more attractive to persons of underrepresented groups. Examples may be obtained from the Office of Institutional Equity.
- Offer information in the position description about the university and its location.

Prior to being published in any form, a proposed faculty position job description must be approved via the online system by the appropriate parties in the chain of approval. The job description will be entered in the online system by the departmental administrative assistant, Search Committee Chair, or Department Chair/School Director.

### **Formation and Duties of a Search Committee and "The Charge"**

The search committee for a Department Chair is appointed by the College Dean. The search committee for senior administrators (e.g., Dean and above except the Provost and Vice President for Academic Affairs position) are usually appointed by the Provost and Vice President for Academic Affairs, while the search committee for the Provost and Vice President for Academic Affairs position is usually appointed by the President. Search committees for senior administrative positions will have representation from various campus constituencies. The Provost and Vice President for Academic Affairs or designee, in addition to interviewing Department Chair and Dean candidates, interviews candidates for directors of campus-wide institutes and centers but is typically not involved in the interviews for teaching faculty positions.

Serving as a member of a search committee is an important responsibility. Search committees must be sensitive to the fact that they represent the institution to an external audience. Conducting a search in a timely, professional, and legal manner reflects well upon a hiring department and upon the institution. Following the guidelines and recommendations in this document will lessen the possibility of future difficulties.

The appropriate academic Dean or Department Chair/School Director will appoint a search committee or the department faculty will elect the search committee prior to advertising the approved and budgeted faculty position vacancy. The composition of a search committee will depend upon the size and specific needs of the hiring department but should be no less than five (and preferably an odd number of) members. Search committees must be made up of diverse members. Search committee members may come from on or off campus. The chair of a search committee may or may not be the Department Chair/School Director of the hiring department for a faculty position but must be a full-time, permanent KSU faculty member. The search committee members cannot be candidates for the search in which they are serving as committee members.

Kennesaw State University utilizes an electronic, online, information technology-based recruitment/retention tracking system to administer searches. Search committee members will be provided an alternate way to access the system once the position is advertised.

The makeup of a search committee and its charge play a role in the ultimate outcome of the search. It is important that issues of composition and the charge to the search committee be addressed deliberately and early. Search committees should be comprised of persons who have different perspectives and expertise. Search committees should also consist of members who are diverse with respect to gender, race, ethnicity, expertise, sexuality and/or rank when possible. Departments should refer to the College's and/or Department's governance documents for any additional search committee composition guidelines.

The search committee performs critical functions, including reviewing and screening applications, interviewing applicants, checking and documenting references, and recommending finalists for the position. Any offer of full-time employment extended to the potential faculty member, however, will be made by the Dean or Dean's designee. Such offers will be made on behalf of and based on the authority of the President and of the Provost and Vice President for Academic Affairs. Any changes in a verbal offer must be approved by the Dean and Provost and Vice



President for Academic Affairs. A formal offer letter will be issued by the Provost and Vice President for Academic Affairs once the verification process is complete.

Each search committee should be clearly “charged” by its respective Dean or designee. The charge should occur in person at the committee’s first meeting. The committee charge should include, at minimum, the following:

- In general, all of the search committee members should be present at all interviews, including phone, web, and/or in-person interviews. It is understood issues arise and the presence of all members during interviews might not be possible. If all members of a search committee cannot be present, it is highly recommended that the search committee set a quorum that reflects the minimum number of members that must be present to conduct an interview, regardless of the type of interview. That quorum should be set before the interviews starts and met for the duration of all interviews. Adherence to the quorum helps to ensure that all candidates are treated in the same manner and there is a fair and equitable process. While advertising positions at professional conferences/meetings is encouraged, interviewing and short-listing of candidates cannot take place at professional conferences/meetings;
- Information about the college’s and department’s commitment to and strategies for hiring and advancing a diverse faculty;
- A description of requirements/expectations of the faculty in this position including the following: acceptable degree(s); rank; publication/scholarly expectations; area(s) of expertise; teaching expectations (keeping in mind the successful candidate must meet SACSCOC qualifications for any courses to which they are assigned); specific service or administrative roles for which the person must be qualified; any specific skills or experience or licenses/certifications the successful applicant should possess; and other areas deemed appropriate for the specific position and hiring unit;
- A reminder of the campus resources available to consult as questions arise throughout the search process;
- Information on how to provide feedback about the finalists (for example, rank ordering or providing only strengths and weaknesses to the Dean);
- A reminder about privacy expectations and confidentiality of applicant information throughout the search process;
- Information about methods for treating all candidates the same during the interview process;
- A reminder that Georgia is an Open Records state and the significance this law has for searches;
- Information on the search committee’s budget;
- A general timeframe for completing the search; and,
- A reminder that, in order to avoid the appearance of a conflict of interest, following the closing date and after initial review of the application documents of all qualified applicants, if a search committee member discovers that one or more applicants is a person or persons with whom the member has or has had a prior relationship (for example, a colleague at a prior institution, a colleague with whom one has published, a prior intimate/dating partner, a sister or brother, a spouse, and so on), s/he must make this information known to the committee, the Department Chair/School Director, and/or Dean, who will then discuss whether it is appropriate for that search committee member to be replaced on the search committee.

### **Advertising the Position**

For national tenure track and non-tenure track faculty searches, the Office of Academic Affairs will pay for a one-time online posting of the faculty position in four national outlets: 1) the *Chronicle of Higher Education*, 2) *Diverse:*



*Issues in Higher Education*, 3) *HigherEdJobs.com*, and 4) *InsideHigherEd.com*. The Office of Academic Affairs has a contract with a national recruitment advertising firm for advertising faculty positions. The Office of Academic Affairs will use the job description created in the online system to create an advertisement which will be published in each of the four outlets using the services of the recruitment advertising firm. Because the advertisement published in any external outlets serves as the official national advertisement when the recruitment process is used for permanent residency sponsorship, it is crucial to capture the accurate job title, rank, required experience, education, and skills in the advertisement. Any additional recruitment activities by the department must be reported to the Office of Academic Affairs with start and end dates of the recruitment along with a copy of the advertisement or announcement distributed. Departments must use the exact national advertisement language when placing their own advertisements. The Office of Academic Affairs will include a copy of the national advertisements in the online system. You are allowed to hire more than one person from a single posting in the online system if funding is available and identified during posting creation. However, the job duties and required education must be identical for each position. All tenure track and non-tenure track positions must be advertised nationally for a minimum of 30 days before the application deadline. Offer letters to final candidates will not be issued until all advertisements have been closed.

When a position and its announcement are approved, the Office of Institutional Equity will post the job description with the University System of Georgia Applicant Clearinghouse and notify the system office of the position opening and search. The Search Committee Chair will then receive an email containing a Registrant Report from Applicant Clearinghouse. The Registrant Report is a list of individuals generated by cross-matching discipline and degree level with the job description. The Applicant Clearinghouse asks that the committee scan the report for potential applicants for the position, contact those who may be qualified, and invite them to apply via the online system.

For national searches, a department has the option to advertise nationally in disciplinary outlets and/or other national diversity outlets. Departments should start by checking with their Dean and/or Department Chair/School Director to determine if there are advertising funds available. If funds are available, departments have the option of working with KSU's contracted recruitment advertising firm for their disciplinary, diversity, or local advertising outlets. The Office of the Provost and the Vice President for Academic Affairs can provide the contact information for the recruitment advertising firm.

Search committees may seek advice from the Office of Institutional Equity on diversity outlets for advertising and promoting open positions. The Chief Diversity Officer and Equal Opportunity Officer have identified several publications, listservs, and web pages for recruiting applicants. Recommended publication outlets include:

- *American Association of University Women*
- *Diverse Issues in Higher Education*
- *Hispanic Outlook in Higher Education*
- *Insight Into Diversity*
- *The National Association of Asian American Professionals*
- *Women in Higher Education.*

Most fields have resources, such as listservs and email groups, that may be helpful for identifying qualified applicants from underrepresented groups. Search committees should seek these additional resources at <http://diversity.kennesaw.edu/search-committee/index.php>.

All external advertising efforts must be reported by the hiring department during the job description creation in the online system.

## **Beginning the Search**

The Department Chair/School Director and the Dean should view the Office of Institutional Equity status summary in the reports tab of the job description and review the size and diversity of the pool. Based on the information provided, the Dean will make a decision to move forward with the next phase of the search or to extend the application deadline in order to cast a wider net to attract more qualified and/or diverse applicants. The final decision on moving forward with a search or extending the application time rests with the Dean. This process will

be repeated when finalists are selected for the on-campus interview. It is imperative to transition the applicants to the proper applicant review workflow state via the online system as close to real-time as possible because these transitions feed the Office of Institutional Equity summary report.

### **Applicant Review**

All applicants for faculty positions must apply via the online search system. The appropriate search committee member(s) must conduct an initial screening of each applicant's credentials following procedures established by the search committee. Applicants eliminated during the initial review must be transitioned to the proper workflow as close to real-time as possible and will automatically receive an email from the online system to notify them of their status.

### **Creating the Short List**

The search committee begins an in-depth screening of all remaining qualified applicants to narrow the pool to a short list of candidates who will be considered for a telephone interview. The key to obtaining a good short list is to create a fair evaluative process that is consistent across all applicants. While advertising positions at professional conferences/meetings is encouraged, interviewing and short-listing of candidates cannot take place at professional conferences/meetings.

### **Telephone/Video Conference Interviews**

Committee members should remember that in order to keep evaluation bias at a minimum, all interviews must be based on a common set of questions asked of all applicants and all interviews must be performed in the same manner (i.e., telephone, Skype, WebEx, etc). Notes should be taken by the interviewer(s). A summary of these notes should be included as part of the applicant's materials. In general, all of the search committee members should be present at all interviews, including phone, web, and/or in-person interviews. It is understood issues arise and the presence of all members during interviews might not be possible. If all members of a search committee cannot be present, it is highly recommended that the search committee set a quorum that reflects the minimum number of members that must be present to conduct an interview, regardless of the type of interview. That quorum should be set before the interviews start and met for the duration of all interviews. Adherence to the quorum helps to ensure that all candidates are treated in the same manner and there is a fair and equitable process.

Committee members who cannot be present for any portion of an applicant's interview with the search committee should not participate in the evaluation of that applicant's materials when creating the finalist list for campus visits. Thus, it is important for the committee to include provisions for those members who may be absent, including asking applicants for permission to record their interviews or conferencing in committee members. The search committee can explain to candidates that adherence to the nondiscrimination clause is taken seriously at Kennesaw State and all employees are expected to abide by the policy in all aspects of employment. Candidates can be reminded that should he or she be made an offer of employment and accept they also accept and must commit to nondiscrimination in their work at Kennesaw State. Candidates can be asked to sign and date the statement as evidence it was reviewed with them.

### **The Finalists**

After the telephone interviews are complete, the search committee develops the finalist applicant pool they are recommending for on-campus interviews. The Department Chair/School Director reviews the finalists that the search committee has recommended for campus interviews and should view the Office of Institutional Equity status summary report under the posting's reports tab in the online system to review the size and diversity of the finalist pool. The Department Chair/School Director then uses the online system to recommend to the Dean applicants in the finalist pool for campus interviews. The Dean should view the Office of Institutional Equity status summary in the reports tab, review the size and diversity of the finalist pool, and based on that information determine whether the search can continue.

The ultimate decision on the final pool of applicants invited for an on-campus interview and on proceeding with on-campus interviews is made by the Dean. Although most search committees invite two or three candidates to campus, there is not a minimum number required. If only one viable candidate is available, he/she should be invited for an on-campus interview.

Once a candidate is on the finalist list for consideration for an on-campus interview, the search committee must inform the candidate that the search committee intends to confer with the references given and may include additional references not on the candidate's reference list (including those from the applicant's home institution such as the applicant's current supervisor). Committee members must receive permission from the applicant to contact individuals who are not on the reference list. It is preferable to receive this confirmation in writing. Reference checks may occur prior to or after the campus visit. Once an applicant is invited and accepts an on-campus interview, the candidate's CV becomes public and may be shared with interested parties.

All candidates selected as finalists for on-campus interviews should be chosen on the merits of their qualifications for the advertised position. If an internal candidate applies for a faculty position, the internal candidate should undergo the same processes as the external candidates. Courtesy interviews with currently employed faculty or other candidates are inappropriate and should not be conducted as a routine procedure in the search process.

At all stages of the search, the search committee must avoid seeking information that could be viewed as contributing to a biased hiring decision. Such inappropriate behavior includes making inquiries outside the confines, protocols, and knowledge of other search committee members. Kennesaw State University (in compliance with federal, state, and local laws, and the University System of Georgia and KSU policies) prohibits discrimination based on considerations of such characteristics as age, color, disability, ethnicity, gender, marital status, national origin, parental status, political affiliation, race, religion, sexual orientation, or veteran status. Inquiry into these areas may be regarded as improper or illegal. To avoid seeking information that could be viewed as contributing to a biased hiring decision, all search committee members must avoid asking improper and/or illegal questions. The Human Resources Office at Kennesaw State University offers training workshops regarding conducting searches. Email [hr@kennesaw.edu](mailto:hr@kennesaw.edu) or call extension 6030 for times, location and reservations. All applicants should be made aware that a background check is required for employment.

### **The Campus Visit**

In searches for a Provost and Vice President of Academic Affairs, Dean, or Department Chair, one of the required stops on the candidates' campus visit itinerary will be a meeting with the relevant faculty shared governance body or its designated representative, i.e., the Faculty Senate Executive Committee, College Faculty Council, or Department Faculty Council, respectively. In cases where the department has voted to substitute a committee-of-the-whole for the faculty council, the elected chair of the committee-of-the-whole will meet the candidate in that capacity, either alone, together with the search committee, or together with the current Department Chair. The shared governance body will report its findings and impressions regarding the candidates to the appropriate search committee.

The campus interview is an opportunity for the department and college to communicate its interest in the candidate's professional credentials and to provide information about Kennesaw State University's working environment to the candidate. The search committee can explain to candidates that adherence to the nondiscrimination clause is taken seriously at Kennesaw State and all employees are expected to abide by the policy in all aspects of employment. Candidates can be reminded that should he or she be made an offer of employment and accept they also accept and must commit to nondiscrimination in their work at Kennesaw State. Candidates can be asked to sign and date the statement as evidence it was reviewed with them.

On-campus interviews for tenure track faculty positions are typically scheduled for a full day, usually with a candidate arriving the evening before the interview. The candidate's interview schedule often includes meeting with the search committee members, the Department Chair/School Director, Dean, faculty (including members of faculty in related departments, especially in the case of teacher education and joint appointment positions), and/or students. The candidate will give a presentation to faculty, and possibly to students, on a topic related to the position description. The components of the interview schedule should be consistent for all finalists.

The search committee is encouraged to provide informational resources during the campus visit, including information about policies and procedures concerning paid or unpaid leave, ADA accommodations, tenure and promotion, the University Strategic Plan, college and departmental goals, and other support documentation. Additional resources to create such informational packets are available through Human Resources and the Office of Institutional Equity.

Search committees should attempt to collect input from all constituencies involved in the on-campus interviews except those parties who provide a separate evaluation of the candidates (e.g., the Department Chair/School Director and the Dean). If the committee asks for input from the faculty, staff, students, and/or external constituents, such input must be submitted on a standardized form developed specifically for each individual search with a note on the form indicating other formats will not be accepted or reviewed. The criteria that the constituencies use for evaluation purposes must be consistent for all finalists. All constituencies must be reminded to avoid seeking information that can be viewed as contributing to a biased hiring decision.

### **Paying for the Campus Visit**

State policies indicate that State funds can only be used for the candidate's travel-related transportation (airline or driving), lodging, meals, and other incidental expenses (such as airport parking) related to the search. In addition, the candidate must make a presentation during the interview if State (i.e., college or department) funds are used to reimburse the candidate. The candidate's itinerary must include the presentation in order to be submitted as a supporting document for reimbursement.

Travel-related transportation, lodging, meals, and other incidental expenses incurred by the candidate should be covered by the department budget and handled through routine processes for reimbursement. State funds cannot be used for meals related to the search for the search committee members. If funding is available in the Dean's Foundation account, the Dean may authorize use of these funds to support search committee members' meals with the candidate.

If an international faculty candidate has been invited for an on-campus visit, the International Tax Specialist in the Office of Finance and Accounting (<http://www.kennesaw.edu/finance/international/aboutus.html>) must be contacted prior to the campus visit concerning travel reimbursement policies for the candidate.

### **Making an Offer**

Any official offer of employment extended to a senior-level academic administrator (Department Chair and above) will be made by the Provost and Vice President for Academic Affairs, or his/her designee. The Provost and Vice President for Academic Affairs will extend an offer of employment on behalf of the President of the University and on behalf of his/her office. Such offers will be made after the Provost and Vice President for Academic Affairs has consulted with the President of the University and/or the Academic Dean, where appropriate.

Search committees are NOT responsible for making the final selection or hiring decision. The Dean, in consultation with the Department Chair/School Director and the search committee, makes a faculty hiring decision on behalf of and based on the authority of the President and the Provost and Vice President for Academic Affairs. Because of the committee's in-depth exposure to the finalists, the Dean should give special attention to the committee's evaluations and recommendations in the final selection decision. The search committee will summarize the input received from the interview process and provide its evaluations and recommendations to the Department Chair/School Director and Dean outside the online system. The Search Committee Chair should clarify with the Department Chair/School Director and/or the Dean how he/she would like this information presented (this clarification typically occurs at the time of the committee's charge). The Dean's consultations and hiring and decision-making processes, including collection and review of requisite documentation from the search committee and Department Chair/School Director, take place outside of the online system.

The Department Chair and/or Dean will use the online system to begin the hiring proposal for the applicant selected as the final candidate recommended for hire. If a candidate is currently under contract at another University System of Georgia institution, the Department Chair/School Director must contact the President's office via email prior to

making a verbal offer. KSU's President will contact the President of the other institution before an offer is made to the candidate.

All approvals for the final recommendation for hire will be processed via the online system. The verbal offer will be approved by the Provost and Vice President for Academic Affairs via the online system. No verbal offer should be extended until the Provost and Vice President's for Academic Affairs approval has been granted via the online system and has been received by the hiring manager.

The way an offer is negotiated may have a huge impact not only on the immediate hiring outcome, but also on the new employee's future at KSU. To ensure equity, the Dean or the Dean's designee should aim to empower the candidate to advocate on his/her own behalf by providing all candidates with a complete list of items that would be possible to discuss in the course of a negotiation. This list will vary by academic discipline and should include those items that will maximize the likelihood of candidate success. Some of these areas include (but are not limited to) the following:

- Salary;
- Course Release Time;
- Lab Equipment;
- Technology Needs/Requests;
- Lab Space;
- Renovation of Lab Space
- Clerical/Administrative Support
- Research/Teaching Support (Graduate or Undergraduate Assistant);
- Teaching Load;
- Travel Funds;
- Discretionary Funds;
- Relocation and Moving Expenses;
- Summer Salary; and
- Other Issues of Concern to the Candidate.

Preferably, the Dean or designee will provide the faculty hire with a written confirmation of the negotiated items. Doing so ensures mutual understanding of the final agreements. Upon hiring, any Memorandum of Understanding (MOU) between the department and the candidate must be loaded into the online system to be included in the faculty member's file.

Relocation and moving expenses, up to \$2,500.00, may be provided to new, full-time, tenure track and non-tenure track faculty members if funds are available from the Office of Academic Affairs. Additional funding for tenure track and non-tenure track faculty may be provided by the department, and/or college budget, and if the candidate meets all requirements established by the IRS and BoR/KSU policy. The exact amount of reimbursable relocation expenses is determined using a base allocation (but may vary on a case-by-case basis, as appropriate) and will be specified in the written offer of employment. Please refer to the Payroll Department website for the complete relocation policy and to access the KSU Relocation and Moving Expense Reimbursement form.

The Dean or Dean's designee must negotiate employment terms with the selected candidate. Some of the negotiable employment terms might include the faculty member's rank and credit toward tenure/promotion (for faculty candidates with significant prior work experience). In exceptional cases, the President may approve an outstanding distinguished senior faculty candidate for the award of tenure upon the faculty member's initial appointment if the appointment is at the level of Associate Professor or Professor, the candidate was tenured at a prior institution, and the candidate brings a demonstrably national and/or international reputation to KSU. In most of these cases, the President will consult the tenure and promotion committee and Department Chair/School Director for the department/school hosting the faculty member before awarding tenure upon appointment. If any aspect of the verbal offer changes during negotiations, the hiring proposal must be updated and the Provost and Vice President for Academic Affairs must approve the change. Remember, a verbal offer cannot be made to a candidate who is currently under contract at another University System of Georgia institution until the Department Chair/School Director has contacted the President via email and the President has notified the other institution.

The candidate should be asked to make his/her decision in a timely manner. After the candidate accepts the verbal offer, the hiring manager completes the hiring proposal via the online system. Once the final hiring proposal has been reviewed and approved by Academic Affairs, the Provost and Vice President for Academic Affairs will send an official offer letter of employment to the candidate. For full-time, tenure track and non-tenure track faculty hires, the President of the University will issue a formal employment contract. The Office of Academic Affairs will accept unofficial transcripts to begin processing the completed hiring proposal and generate an official offer letter, but official transcripts must be received by the Office of Academic Affairs before the hiring will be completed. Applicants must submit official graduate academic transcripts from all accredited institutions attended. Applicants that submit unofficial transcripts must submit official transcripts within 20 days from the date of the offer letter. Failure to provide the University with official academic transcripts will result in termination of employment. The evaluation of academic transcripts should be conducted prior to the interview process. Applicants that have degrees from outside of the United States must request a course-by-course credential evaluation of their transcript. The National Association of Credential Evaluation Services ([www.naces.org](http://www.naces.org)) lists members who may be contacted for assistance in evaluating foreign credentials.

If a selected candidate is a foreign national who requires a work visa, work authorization for their visa, or sponsorship from KSU, the Department Chair/School Director must contact the Deputy Director of SEVIS and Visa Compliance or the Director of International Student and Scholar Services in the Division of Global Affairs ([sevis@kennesaw.edu](mailto:sevis@kennesaw.edu)) within five (5) business days after the verbal offer has been accepted to ensure that the newly hired faculty will be eligible to work in the United States at the time he/she begins work at the institution. Information on hiring International Employees can be found at the Human Resources website.

### **Completing/Closing the Search**

After Faculty Affairs finalizes the hire, it is the Department Chair/School Director's responsibility to remove the posting from the web by selecting the appropriate transition in the online search system. The Department Chair/School Director must also work with the Search Committee Chair to take action to dispense of the remaining applicants in the online system. All of these final steps to complete/close the search must occur within 30 days of the verbal offer being accepted.

It is recommended that search committee members debrief after the search to discuss what worked and what did not work and to provide feedback to the Dean and Department Chair/School Director for future searches. Any search records external to the online system (i.e., summary of interviews, itineraries, etc.) should be stored in the department office for three years.

### **Failed Searches**

If no acceptable candidate surfaces in the search, or if all acceptable candidates decline or withdraw from the search, the Dean and Department Chair/School Director have three options. If sufficient time remains before the stated start date, the Department Chair/School Director may simply extend the search. Depending on how the job description was originally written, doing so may involve changing the application deadline on the posting in the online system. Alternatively, the Department Chair/School Director may decide to leave the position vacant or fill it with a limited term appointment. If the position is left vacant for the advertised start date or filled with a limited term appointment, the search must be officially closed, applicants notified and dispensed of in the online system, and a new posting with job description created at a later date. If the position is filled with a limited term appointment, a new job description must be created in the online search system; the full-time posting cannot be used to hire a limited term faculty member. If an applicant was not hired for the position, the Department/Chair should mark the job description as "Search Cancelled" or "Closed," and this information will be reported by the Office of Institutional Equity to the University System of Georgia Applicant Clearinghouse. All steps required to close a posting of a failed search must be made within 30 days of the decision to fail, close, or cancel the search.

## **Procedures for Hiring a Limited Term Faculty Member**

Limited term faculty are typically employed for one semester or one academic year. If a department is not appointing a current part-time faculty member to the limited term position, a job description for the limited term position must be developed in order to establish criteria for qualified persons. The job description is created and approved in the online system. Applicants must apply via the online system. The hiring process will also occur via the online system.

If appointing a current part-time faculty to limited term faculty position, it is not necessary to advertise in the online system; this will be taken care of via a Faculty Status Change form.

### **The Position Description**

The Department Chair/School Director, with input from the search committee and/or the Department Faculty Council (DFC), will develop a job description following a template provided by the Office of Academic Affairs. Because a position may have associated nuances that the template does not address, this template should be used only as a guide when writing a position description. Note: Any position that has a specific requirement for ability, height, or weight restrictions must be essential to the job and state such requirements in the posting.

The position description is the basis used for creating a posting and establishing the criteria for evaluating the applicant pool. The rubric of selection criteria and procedures for screening, interviewing candidates, and keeping records must be determined before advertising the position. The department must provide information on recruitment activities for underrepresented groups when the job description is created in the online system. Provide this information in the field entitled “Will you be posting in any other publications?”

The job description should be defined in the widest possible terms consistent with the department’s needs and aim for consensus on specific specialties or requirements. The committee should make distinctions between what are minimally required criteria (i.e., a terminal degree in the discipline) and what are ideal criteria in the position description (i.e., three or more years of successful teaching experience in a college/university) so that the stated criteria help to refine the pool of applicants without needlessly limiting the pool of applicants. The committee should consider the following practices to help diversify its applicant pool:

- Add a statement asking applicants how they will add to intellectual diversity within the department and/or how they will work successfully with diverse students and colleagues.
- Use proactive language in the position descriptions to indicate a department’s commitment to diversity. Doing so may make the position more attractive to persons of underrepresented groups. Examples may be obtained from the Office of Institutional Equity.
- Offer information in the position description about the university and its location.

Prior to being published in any form, a proposed faculty position job description must be approved via the online system by the appropriate parties in the chain of approval. The job description will be entered in the online system by the departmental administrative assistant, Search Committee Chair, or Department Chair/School Director.

### **Advertising the Position if Applicable**

When circumstances require departments to fill permanent faculty positions on short notice or for only a brief (typically one academic year) period of time (e.g., new position acquired late in a fiscal year, unexpected vacancy, faculty on leave, or terminated), the position description must be advertised on KSU’s online faculty search system for at least 10 days; however, it is not necessary to advertise the position description nationally. You are allowed to hire more than one person from a single posting in the online system if funding is available and identified during posting creation. However, the job duties and required education must be identical for each position.



Departments must be careful to communicate to potential candidates for limited term positions the position is only for a designated period of time, usually one semester or one academic year (9-month appointment). Limited term faculty must not be led to believe they are guaranteed employment beyond the designated time period.

Search committees may seek advice from the Office of Institutional Equity on diversity outlets for advertising and promoting open positions. The Chief Diversity Officer and Equal Opportunity Officer have identified several publications, listservs, and web pages for recruiting applicants. Recommended publication outlets include:

- *American Association of University Women*
- *Diverse Issues in Higher Education*
- *Hispanic Outlook in Higher Education*
- *Insight Into Diversity*
- *The National Association of Asian American Professionals*
- *Women in Higher Education.*

Most fields have resources, such as listservs and email groups, that may be helpful for identifying qualified applicants from underrepresented groups. Search committees should seek these additional resources at <http://diversity.kennesaw.edu/search-committee/index.php>.

All external advertising efforts must be reported by the hiring department during the job description creation in the online system.

### **Formation and Duties of a Search Committee and “The Charge” if Applicable**

A search committee is not required for limited term faculty searches. If a department opts to use a search committee, the procedures below must be followed.

Serving as a member of a search committee is an important responsibility. Search committees must be sensitive to the fact that they represent the institution to an external audience. Conducting a search in a timely, professional, and legal manner reflects well upon a hiring department and upon the institution. Following the guidelines and recommendations in this document will lessen the possibility of future difficulties.

The appropriate academic Dean or Department Chair/School Director will appoint a search committee or the department faculty will elect the search committee prior to advertising the approved and budgeted faculty position vacancy. The composition of a search committee will depend upon the size and specific needs of the hiring department but should be no less than five (and preferably an odd number of) members. Search committees must be made up of diverse members. Search committee members may come from on or off campus. The chair of a search committee may or may not be the Department Chair/School Director of the hiring department for a faculty position but must be a full-time, permanent KSU faculty member. The search committee members cannot be candidates for the search in which they are serving as committee members.

Kennesaw State University utilizes an electronic, online, information technology-based recruitment/retention tracking system to administer searches. Search committee members will be provided an alternate way to access the system once the position is advertised.

The makeup of a search committee and its charge play a role in the ultimate outcome of the search. It is important that issues of composition and the charge to the search committee be addressed deliberately and early. Search committees should be comprised of persons who have different perspectives and expertise. Search committees should also consist of members who are diverse with respect to gender, race, ethnicity, expertise, sexuality and/or rank when possible. Departments should refer to the College’s and/or Department’s governance documents for any additional search committee composition guidelines.

The search committee performs critical functions, including reviewing and screening applications, interviewing applicants, checking and documenting references, and recommending finalists for the position. Any offer of full-time employment extended to the potential faculty member, however, will be made by the Department Chair/School



Director of his/her designee. Such offers will be made on behalf of and based on the authority of the Dean. Any changes in a verbal offer must be approved by the Dean. A formal offer letter will be issued by the Provost and Vice President for Academic Affairs once the verification process is complete.

Each search committee should be clearly “charged” by its respective Dean or designee. The charge should occur in person at the committee’s first meeting. The committee charge should include, at minimum, the following:

- In general, all of the search committee members should be present at all interviews, including phone, web, and/or in-person interviews. It is understood issues arise and the presence of all members during interviews might not be possible. If all members of a search committee cannot be present, it is highly recommended that the search committee set a quorum that reflects the minimum number of members that must be present to conduct an interview, regardless of the type of interview. That quorum should be set before the interviews starts and met for the duration of all interviews. Adherence to the quorum helps to ensure that all candidates are treated in the same manner and there is a fair and equitable process. While advertising positions at professional conferences/meetings is encouraged, interviewing and short-listing of candidates cannot take place at professional conferences/meetings;
- Information about the college’s and department’s commitment to and strategies for hiring and advancing a diverse faculty;
- A description of requirements/expectations of the faculty in this position including the following: acceptable degree(s); rank; publication/scholarly expectations; area(s) of expertise; teaching expectations (keeping in mind the successful candidate must meet SACSCOC qualifications for any courses to which they are assigned); specific service or administrative roles for which the person must be qualified; any specific skills or experience or licenses/certifications the successful applicant should possess; and other areas deemed appropriate for the specific position and hiring unit;
- A reminder of the campus resources available to consult as questions arise throughout the search process;
- Information on how to provide feedback about the finalists (for example, rank ordering or providing only strengths and weaknesses to the Dean);
- A reminder about privacy expectations and confidentiality of applicant information throughout the search process;
- Information about methods for treating all candidates the same during the interview process;
- A reminder that Georgia is an Open Records state and the significance this law has for searches;
- Information on the search committee’s budget;
- A general timeframe for completing the search; and,
- A reminder that, in order to avoid the appearance of a conflict of interest, following the closing date and after initial review of the application documents of all qualified applicants, if a search committee member discovers that one or more applicants is a person or persons with whom the member has or has had a prior relationship (for example, a colleague at a prior institution, a colleague with whom one has published, a prior intimate/dating partner, a sister or brother, a spouse, and so on), s/he must make this information known to the committee, the Department Chair/School Director, and/or Dean, who will then discuss whether it is appropriate for that search committee member to be replaced on the search committee.

## Beginning the Search

The Department Chair/School Director and the Dean should view the Office of Institutional Equity status summary in the reports tab of the job description and review the size and diversity of the pool. Based on the information provided, the Dean will make a decision to move forward with the next phase of the search or to extend the application deadline in order to cast a wider net to attract more qualified and/or diverse applicants. The final decision on moving forward with a search or extending the application time rests with the Dean. It is imperative to transition the applicants to the proper applicant review workflow state via the online system as close to real-time as possible because these transitions feed the Office of Institutional Equity summary report.

## Applicant Review

All applicants for faculty positions must apply via the online search system. If a search committee is established, the appropriate search committee member(s) must conduct an initial screening of each applicant's credentials following procedures established by the search committee. If a search committee is not established, the Department Chair/School Director must conduct an initial screening of each applicant's credentials. Applicants eliminated during the initial review must be transitioned to the proper workflow as close to real-time as possible and will automatically receive an email from the online system to notify them of their status.

## Making an Offer

Search committees are NOT responsible for making the final selection or hiring decision. The Department Chair/School Director makes a faculty hiring decision on behalf of and based on the authority of the Dean. Because of the committee's in-depth exposure to the finalists, the Dean should give special attention to the committee's evaluations and recommendations in the final selection decision if a search committee is established for the search. The search committee will summarize the input received from the interview process and provide its evaluations and recommendations to the Department Chair/School Director and Dean outside the online system. The Search Committee Chair should clarify with the Department Chair/School Director and/or the Dean how he/she would like this information presented (this clarification typically occurs at the time of the committee's charge). The Dean's consultations and hiring and decision-making processes, including collection and review of requisite documentation from the search committee and Department Chair/School Director, take place outside of the online system.

The Department Chair and/or Dean will use the online system to begin the hiring proposal for the applicant selected as the final candidate recommended for hire. If a candidate is currently under contract at another University System of Georgia institution, the Department Chair/School Director must contact the President's office via email prior to making a verbal offer. KSU's President will contact the President of the other institution before an offer is made to the candidate.

All approvals for the final recommendation for hire will be processed via the online system. The verbal offer will be approved by the Dean via the online system. No verbal offer should be extended until the Dean's approval has been granted via the online system and has been received by the hiring manager.

The candidate should be asked to make his/her decision in a timely manner. After the candidate accepts the verbal offer, the hiring manager completes the hiring proposal via the online system. Once the final hiring proposal has been reviewed and approved by Academic Affairs, the Provost and Vice President for Academic Affairs will send an official offer letter of employment to the candidate. The Office of Academic Affairs will accept unofficial transcripts to begin processing the completed hiring proposal and generate an official offer letter, but official transcripts must be received by the Office of Academic Affairs before the hiring will be completed. Applicants must submit official graduate academic transcripts from all accredited institutions attended. Applicants that submit unofficial transcripts must submit official transcripts within 20 days from the date of the offer letter. Failure to provide the University with official academic transcripts will result in termination of employment. The evaluation of academic transcripts should be conducted prior to the interview process. Applicants that have degrees from outside of the United States must request a course-by-course credential evaluation of their transcript. The National Association of Credential Evaluation Services ([www.naces.org](http://www.naces.org)) lists members who may be contacted for assistance in evaluating foreign credentials.

If a selected candidate is a foreign national who requires a work visa, work authorization for their visa, or sponsorship from KSU, the Department Chair/School Director must contact the Deputy Director of SEVIS and Visa Compliance or the Director of International Student and Scholar Services in the Division of Global Affairs ([sevis@kennesaw.edu](mailto:sevis@kennesaw.edu)) within five (5) business days after the verbal offer has been accepted to ensure that the newly hired faculty will be eligible to work in the United States at the time he/she begins work at the institution. Information on hiring International Employees can be found at the Human Resources website.

### **Completing/Closing the Search**

After Faculty Affairs finalizes the hire, it is the Department Chair/School Director's responsibility to remove the posting from the web by selecting the appropriate transition in the online search system. The Department Chair/School Director must also work with the Search Committee Chair to take action to dispense of the remaining applicants in the online system. All of these final steps to complete/close the search must occur within 30 days of the verbal offer being accepted.

It is recommended that search committee members debrief after the search to discuss what worked and what did not work and to provide feedback to the Dean and Department Chair/School Director for future searches. Any search records external to the online system (i.e., summary of interviews, itineraries, etc.) should be stored in the department office for three years.

### **Failed Searches**

If no acceptable candidate surfaces in the search, or if all acceptable candidates decline or withdraw from the search, the Dean and Department Chair/School Director have three options. If sufficient time remains before the stated start date, the Department Chair/School Director may simply extend the search. Depending on how the job description was originally written, doing so may involve changing the application deadline on the posting in the online system. Alternatively, the Department Chair/School Director may decide to leave the position vacant. If the position is left vacant for the advertised start date, the search must be officially closed, applicants notified and dispensed of in the online system, and a new posting with job description created at a later date. If an applicant was not hired for the position, the Department/Chair should mark the job description as "Search Cancelled" or "Closed." All steps required to close a posting of a failed search must be made within 30 days of the decision to fail, close, or cancel the search.

## **Procedures for Hiring a Part-time Faculty Member**

Departments must use the online system to hire a part-time faculty member. However, it is not necessary to advertise the position description locally or nationally. The job description is created and approved in the online system. Applicants must apply via the online system. The hiring process will also occur via the online system.

### **The Position Description**

A job description for the part-time position must be developed in order to establish criteria for qualified persons (keeping in mind the successful candidate must meet SACSCOC qualifications for any courses to which they are assigned). The job description can be written for a specific part-time teaching need or it can be a broader description to attract a pool of part-time applicants. The Department Chair/School Director, with input from the search committee and/or the Department Faculty Council (DFC), will develop a job description following a template provided by the Office of Academic Affairs. Because a position may have associated nuances that the template does not address, this template should be used only as a guide when writing a position description. Note: Any position that has a specific requirement for ability, height, or weight restrictions must be essential to the job and state such requirements in the posting.

The position description is the basis used for creating a posting and establishing the criteria for evaluating the applicant pool. The rubric of selection criteria and procedures for screening, interviewing candidates, and keeping

records must be determined before advertising the position. The department must provide information on recruitment activities for underrepresented groups when the job description is created in the online system. Provide this information in the field entitled “Will you be posting in any other publications?”

The job description should be defined in the widest possible terms consistent with the department’s needs and aim for consensus on specific specialties or requirements. The committee should make distinctions between what are minimally required criteria (i.e., a terminal degree in the discipline) and what are ideal criteria in the position description (i.e., three or more years of successful teaching experience in a college/university) so that the stated criteria help to refine the pool of applicants without needlessly limiting the pool of applicants. The committee should consider the following practices to help diversify its applicant pool:

- Add a statement asking applicants how they will add to intellectual diversity within the department and/or how they will work successfully with diverse students and colleagues.
- Use proactive language in the position descriptions to indicate a department’s commitment to diversity. Doing so may make the position more attractive to persons of underrepresented groups. Examples may be obtained from the Office of Institutional Equity.
- Offer information in the position description about the university and its location.

Prior to being published in any form, a proposed faculty position job description must be approved via the online system by the appropriate parties in the chain of approval. The job description will be entered in the online system by the departmental administrative assistant, Search Committee Chair, or Department Chair/School Director.

### **Advertising the Position**

When departments recruit part-time faculty, the position description must be advertised online for at least 10 days; however, it is not necessary to advertise the position description nationally. You are allowed to hire more than one person from a single posting in the online system if funding is available and identified during posting creation. However, the job duties and required education must be identical for each position.

Part-time pool postings are allowed to be open for one year only in order to refresh the pool. After one year from the posting date on the KSU applicant portal, the part-time pool posting must be closed and all applicants in the pool must have an action taken to dispense of the application in the online system.

If appointing a current part-time faculty to limited term faculty it is not necessary to advertise in the online system; this will be taken care of via a Faculty Status Change form.

### **Beginning the Search**

The Department Chair/School Director and the Dean should view the Office of Institutional Equity status summary in the reports tab of the job description and review the size and diversity of the pool. Based on the information provided, the Dean will make a decision to move forward with the next phase of the search or to extend the application deadline in order to cast a wider net to attract more qualified and/or diverse applicants. The final decision on moving forward with a search or extending the application time rests with the Dean. It is imperative to transition the applicants to the proper applicant review workflow state via the online system as close to real-time as possible because these transitions feed the Office of Institutional Equity summary report.

### **Applicant Review**

All applicants for faculty positions must apply via the online search system. The Department Chair/School Director or his/her designee must conduct an initial screening of each applicant’s credentials. Applicants eliminated during the initial review must be transitioned to the proper workflow as close to real-time as possible and will automatically receive an email from the online system to notify them of their status.

## **Making an Offer**

The Department Chair/School Director makes a faculty hiring decision on behalf of and based on the authority of the Dean. The Department Chair and/or Dean will use the online system to begin the hiring proposal for the applicant selected as the final candidate recommended for hire.

All approvals for the final recommendation for hire will be processed via the online system. The verbal offer will be approved by the Dean via the online system. No verbal offer should be extended until the Dean's approval has been granted via the online system and has been received by the hiring manager.

The candidate should be asked to make his/her decision in a timely manner. After the candidate accepts the verbal offer, the hiring manager completes the hiring proposal via the online system. Once the final hiring proposal has been reviewed and approved by Academic Affairs, the Provost and Vice President for Academic Affairs will send an official welcome letter to the candidate. The Office of Academic Affairs will accept unofficial transcripts to begin processing the completed hiring proposal and generate an official offer letter, but official transcripts must be received by the Office of Academic Affairs before the hiring will be completed. Applicants must submit official graduate academic transcripts from all accredited institutions attended. Applicants that submit unofficial transcripts must submit official transcripts within 20 days from the date of the offer letter. Failure to provide the University with official academic transcripts will result in termination of employment. The evaluation of academic transcripts should be conducted prior to the interview process. Applicants that have degrees from outside of the United States must request a course-by-course credential evaluation of their transcript. The National Association of Credential Evaluation Services ([www.naces.org](http://www.naces.org)) lists members who may be contacted for assistance in evaluating foreign credentials.

If a selected candidate is a foreign national who requires a work visa, work authorization for their visa, or sponsorship from KSU, the Department Chair/School Director must contact the Deputy Director of SEVIS and Visa Compliance or the Director of International Student and Scholar Services in the Division of Global Affairs ([sevis@kennesaw.edu](mailto:sevis@kennesaw.edu)) within five (5) business days after the verbal offer has been accepted to ensure that the newly hired faculty will be eligible to work in the United States at the time he/she begins work at the institution. Information on hiring International Employees can be found at the Human Resources website.

## **Completing/Closing the Search**

After Faculty Affairs finalizes the hire, it is the Department Chair/School Director's responsibility to remove the posting from the web by selecting the appropriate transition in the online search system. The Department Chair/School Director must also work with the Search Committee Chair to take action to dispense of the remaining applicants in the online system. All of these final steps to complete/close the search must occur within 30 days of the verbal offer being accepted.

It is recommended that search committee members debrief after the search to discuss what worked and what did not work and to provide feedback to the Dean and Department Chair/School Director for future searches. Any search records external to the online system (i.e., summary of interviews, itineraries, etc.) should be stored in the department office for three years.

## **Failed Searches**

If no acceptable candidate surfaces in the search, or if all acceptable candidates decline or withdraw from the search, the Dean and Department Chair/School Director have two options. If sufficient time remains before the stated start date, the Department Chair/School Director may simply extend the search. Depending on how the job description was originally written, doing so may involve changing the application deadline on the posting in the online system. Alternatively, if an applicant was not hired for the position, the Department/Chair should mark the job description as "Search Cancelled" or "Closed." All steps required to close a posting of a failed search must be made within 30 days of the decision to fail, close, or cancel the search.

## **Procedures for Conducting an Internal Faculty Search**

In rare situations, a need arises to conduct an internal search for a full-time academic administrator position. Such an internal search needs the approval of the Provost and Vice President for Academic Affairs. Upon the approval by the Provost and Vice President for Academic Affairs, a position job description is developed and the position description is circulated as widely and appropriately as possible on campus via department or college e-mail distribution or KSU Inform. Internal searches are not conducted via the online faculty search system. All other steps associated with a search for a tenure track or non-tenure track faculty member will be followed. Part-time, limited term and adjunct faculty are not eligible to apply to internally advertised full-time faculty positions.