

Guidelines for Conducting Faculty Searches

At

Kennesaw State University

(Including University and College -Level Administrators)

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 (KSU). Kennesaw State University utilizes an electronic, online, information technology-based recruitment/retention tracking system to administer searches.

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. Our policies and procedures reflect federal and state laws, and University System of Georgia policies. Kennesaw State University, a member of the University System of Georgia, is an affirmative action, equal opportunity employer.

KSU is intentionally and actively committed to embracing and valuing difference and creating a sense of belonging for the purpose of expanding knowledge; educating capable citizens and workers; encouraging self-actualization; and serving se aQ q.22 Tm 0 .-4()3(n4 Tf 1 0 0 1 72.* n242odn0bq.2

- 3) Determine the Appropriate Level of Participation in the Search Process
 - a. Search committee members must be granted access to a posting by a recruiter in order to view its associated applicants via Careers.
 - i. A search committee is required for ~~all~~ ^{all} listed in Section 1 above
 - ii. A search committee is optional for ~~all~~ ^{all} listed in Section 1 above.
 - b. Hiring Manager determines dispositions, reviews initial list with supervisor and search committee, if applicable.
 - c. Hiring Manager creates the multiple interview schedules for applicants and search committee members, if applicable; final candidate interviews include appropriate stakeholders.

- 4) Formation and Duties of a Search Committee (if applicable)
 - a. The search committee performs critical functions, including reviewing and screening applications, interviewing applicants, checking and documenting references², gathering and reviewing feedback for faculty³ searches, and recommending finalists for the position. Search committees must be sensitive to the fact that they represent the institution to an external audience.
 - b. 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.
 - c. The hiring manager (e.g., Dean or Department Chair/School Director) will appoint a search committee or form a search committee in consultation with faculty or the DFC, prior to advertising the approved and budgeted faculty position vacancy.
 - d. If a search committee is required for the faculty position being recruited, the composition of the 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. Exceptions to the number of search committee members required for a full-time faculty search may be considered and approved by the Faculty Affairs office. The search committee composition should be representative of the hiring department (e.g., varying faculty rank, subject matter expertise, and research experience).
 - e. Identify the search committee chair and members, designating the expertise each member is bringing to the process if not easily recognizable.
 - f. In order to have access to application materials in the online recruiting system, search committee members must be internal to KSU.
 - g. 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.
 - h. A search committee member cannot serve on a search committee when they are also an applicant for the search. Potential search committee members who have an interest in becoming an applicant in the open search must decline an invitation to serve on the search committee. A search committee member cannot step down from the committee and apply for the position once the committee has been named.

² When a search firm represents KSU, the firm typically conducts reference checks

³ All contracted faculty at KSU with the exception of administrative faculty who receive administrative contracts and are subject to 360 reviews (See Faculty Handbook Sections 1.1 and 3.11.)

- i. Members of a search committee should have familiarity with the vacant position and/or the expertise required to fill the opening in order to allow that member to contribute to the search process.
- j. Inclusive hiring training is available through the Division of Organizational Effectiveness, Leadership Development and Inclusive Excellence.
- k. To the greatest extent possible, all the search committee members should make themselves available for all portions of the screening and interview process. Therefore, the size of a search committee should be reasonable in relation to the opening.
- l.

- vi. Once the ad is posted with qualifications, rank, expectations, etc., the search committee cannot make changes to these qualifications or suitability based on the information posted in the ad;
- vii. A reminder of the campus resources available to consult as questions arise throughout the search process, including the USG policy on Employee Recruitment which includes samples of inappropriate and appropriate questions: Appendices I (Appropriate Screening Questions) & II (Appropriate Competency Based Employment Questions) (https://www.usg.edu/hr/assets/hr/hrap_manual/HRAP_Employee_Recruitment.pdf)
- viii. The committee may include appropriate scenario-based questions during the interview process to collect information related to specific experiences supporting specific student populations when it is directly correlated and relevant to the duties associated with the role. Questions must be free of ideological tests, affirmations, oaths, and/or diversity statements.⁴
- ix. A reminder that survey data will go to the search committee and hiring manager for faculty searches. A reminder that the committee is to a) develop a process for gathering and reviewing feedback about finalists and b) that they need to identify a process for making a recommendation to the hiring manager such as providing strengths and areas of needed improvements of all candidates or ranking candidates. If candidates are ranked, the committee must provide strengths and areas of needed improvements for the rankings and the order of candidates must correlate to values assigned during the interview process (examples: rubrics, prioritization of qualification components, and interaction with the search committee.)
- x. A reminder that survey data will go to the hiring manager for administrative faculty searches, not the search committee. The search committee for administrative searches will make recommendations in the form of strengths, areas of need improvements, and concerns (if any) for each candidate. In the case of department chair and school director searches, a reminder that the dean will share the search
- xi. A reminder about privacy expectations and confidentiality of applicant information throughout the search process;
- xii. Information about methods for treating all candidates the same during the interview process;
- xiii. A reminder that Georgia is an Open Records state and the significance this law has for searches;
- xiv. A general timeframe for completing the search; and,
- xv. A reminder that, in order to avoid the appearance of a conflict of interest, following the closing date and after initial review of the

⁴ Ideological Tests are defined as tests or questions based on or relating to a system of ideas and ideals, especially concerning economic or political theory and policy. An affirmation is the action or process of affirming a strongly held belief as a requirement for employment. An oath is a solemn attestation of truth, adherence, or agreement to belief system or structures unrelated to the standards required for employment. [USG Employee Recruitment Policy.](#)

- f. More than one person may be hired 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.
- g. 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 will automatically be removed from the portal. The hiring manager must take action in the online system to dispense of all applicants in the pool as directed by Faculty Affairs.
- h. All other mechanisms for recruiting should be documented, including listserves, discipline specific associations, conferences, etc.
- i. If appointing a current part-time faculty to limited term faculty, it is not necessary

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candidate.

- e. If an international faculty candidate has been invited for an on-campus visit, the

- i. The way an offer is negotiated may have a huge impact not only on 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. The items to discuss during the negotiation can be found on the Office of Academic Affairs website.
 - ii. 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.
 - iii. Hiring managers must negotiate employment terms with the selected candidate. Some of the negotiable employment terms might include the salary (candidates with significant prior work experience). Per the BoR Policy Manual (Section 8.3.7.4), a minimum probationary period may be allowed for service in tenure track positions.
 - iv. In exceptional cases, the President may approve an outstanding distinguished senior faculty candidate for the award of tenure upon the appointment to 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. The promotion and tenure committee of the academic home must evaluate the candidate for tenure and rank and submit a written recommendation to the chair/director and dean. Once received, Faculty Affairs will submit the recommendation to the President for review before awarding rank and tenure upon appointment. If any aspect of the offer of employment changes during negotiations, the job offer must be updated, and the Provost and Executive Vice President for Academic Affairs must approve the change.
- d. The Office of Academic Affairs will accept unofficial transcripts to begin processing the completed job offer 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) lists members who may be contacted for assistance in evaluating foreign credentials.

- e. Finalized attributes of the offer are submitted to Faculty Affairs via the online system; an offer letter will be issued based on these attributes.
- f. The candidate should be asked to make his/her decision in a timely manner (usually within five (5) business days of the offer).
 - i. You should give the candidate a specific date by which you expect a response.
 - ii. If the candidate asks for an extension to the response, granting that extension is at the discretion of the hiring manager.
 - iii. If the candidate does not respond by the agreed upon time, you may rescind the offer.
 1. Discuss with the dean and Faculty Affairs the plan to rescind the offer.
 2. If approved, to rescind the offer, call the candidate informing her/him that you are doing so and follow-up with an email confirmation.
- g. 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 Immigration Specialist in Global Education at internationalscholar@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.
- h. 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) with a two-year maximum (if needed). Limited term faculty must not be led

- d. The Provost and Executive 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, determine process for collecting applications, analyze the needs of the institution, recruitment of strong inclusive candidate pools, candidate evaluation and selection of semi-finalists, interview and committee recommendations, finalist interviews and facilitation of appointments.
- e. Please note that we need to ensure that Chairs/Directors are hired as tenured, Full Professors. Hires for Assistant/Associate Chairs/Directors/Deans and Program Directors can be made as tenured, Associate Professors; however, the preference remains for these positions to also be hired as tenured, Full Professors whenever possible.
- f.

