FACULTY RECRUITMENT

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Topics

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POSITION AUTHORIZATION PROCESS

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Position Authorization Process

- Searches for new faculty may begin only after the Senior Associate Dean has approved the search in writing.
  - This does not apply to permanent and temporary fixed-term faculty positions paid for by departmental funds (instructional budget).
- The Position Authorization process begins with the Annual Report process. Departments request positions through the Annual Report System.
- These requests, along with ad hoc position requests from departments are logged in the "Position Authorization Database."

Position Authorization Timeline

- **April/May**: Chairs request faculty positions to be funded by the Dean's Office through the Annual Report System.
- **May – July**: SADs and Dean set priorities and based on several factors determine which positions will be authorized; all requests are considered in the context of the broad goals and needs of the College.
  - Special considerations during this process: Williamson Rule, prior year commitments (spousal/targeted hires, advance authorizations), State budget/ARP, re-prioritizing based on enrollment/demand, and advancing the strategic development of departments
  - No unit has a "right" to a particular position or number of positions. The exception to this is that unit recommendations that result in denial of tenure or non-reappointment of a tenure-track faculty member automatically re-confer the position to the department.

Position Authorization Timeline

- **August***: Faculty search authorizations are announced
  - The Dean's Office sends out Authorization Letters and Position Tables to each department
  - The authorization from the Dean's Office will state the rank, the specialty, and the maximum salary that can be provided for the new faculty member, as well as any comments or special instructions about the position.

Search FY: 18/19

Position Allocations By Department

319200 - Statistics and Operations Res

Status	*Req ID*	*Rank*	*Specialization*	*Salary*	*Comments/Special Instructions*
Open-Carryover	2976	Assistant	Working in some application area of statistics with strong foundations in mathematical statistics	105,000	To replace John Smith

***Decisions can be delayed due to budget uncertainty at the State level**

Position Allocations and the "Williamson" Rule

- In the following three situations (on the next slide), departments will be allowed to retain the faculty position if a faculty member in the department leaves, unless the necessary funding is simply unavailable.
  - If the resources are not available in the year after the faculty member leaves, the position will be placed at the top of the College's priority list and will be allocated as soon as funding does become available.
- Although the return of such positions is guaranteed, departments will need to submit a request for it, stating how it will be used and the preferred rank.
- The position need not be used to hire a new colleague who has the same research specialization as the person who left.
- The rank of the returned position will be determined by the Dean's Office and **may not necessarily be at the same rank as the person leaving.**

Position Allocations and the "Williamson" Rule

<u>**The three situations are:**</u>

1. **Decision not to confer tenure:** If a department makes the decision not to confer tenure to an assistant or associate professor, his or her position will be reallocated to the department.
2. **Non-review:** If a faculty member resigns before the department renders its decision on renewal or promotion to tenure through a formal review process, the position might still be returned to the department.
   - The department must be able to provide written evidence that the faculty's performance was below expectations at the time of review. Such evidence could include the reappointment letter and the chair's annual review letters which indicate areas in which the probationary faculty member appears to be falling short of the department's standards for reappointment or promotion.
3. **Position not filled:** If a department has been allocated a position and the search is not successful, the position allocation will continue into the subsequent year. This renewal will apply for a maximum of two (2) additional years giving departments three years for a successful search.

RECRUITMENT

New Faculty Position Requests

The Posting

Equal Opportunity Considerations

Recruitment Expenses & Budget

Campus Visits

New Faculty Position Requests

- Any new faculty position with a full FTE budgeted salary that is equal to or exceeds $70,000 requires Review and Consultation by the System Office
  - "New" means that it is not replacing a faculty member; the new hire increases the department's faculty headcount
- Even waivers such as Spousal or VITAE hires which have been approved by the Provost's Office require System Office and BOG/BOT approval if the salary is over $70,000 and it is not replacing a faculty member
- A New Faculty Position Request Form must be submitted to APO
  - The Faculty New Position Schedule lists the deadlines for when campus must submit requests to APO in order to meet the System Office Review & Consultation date. Work with your HR Consultant on this approval process.

The Posting

- ***Position Summary*** should state the expectations for the job (teaching, research, service)
  - Position should not be overstated; be succinct
  - While the title might imply teaching, the fact that teaching is a duty should clearly be stated in the posting for immigration purposes
  - If the position has both an official and working title, be sure to include both in the position summary
- ***Educational Requirements*** should not be too general or too specific
  - Always add "or related field"
  - When creating a posting for an existing employee, make sure that the degree and field requirement matches that of the existing employee
- ***Qualifications & Experience*** should list requirements
  - Avoid listing preferences
  - If experience is required for the position, it is important to note how much experience is required (provide months or years of employment experience required)

ISSS Tips

ISSS Tips

ISSS Tips

The Posting

- ***Special Instructions*** should describe in detail anything that is open to interpretation by the candidate such as reference details or if an "Other Document" is selected as an attachment the applicant must upload
- ***Reference Request*** feature should be utilized if you want letters of references to be uploaded by referees. Do not use if you only want candidates to submit names of references.
  - Add special instructions to help guide the referees and minimize questions.
  - For those that submit postings in PeopleAdmin, it is important to complete this section in its entirety along with the settings at the beginning of the posting request
    - View APO's Faculty Recruitment Overview presentation for information on the appropriate settings

Equal Opportunity Considerations

- Minimum Posting Periods
  - Tenured/Tenure-Track: **30 days**
  - Administrative Appointment with a Faculty Rank: **30 days**
  - Fixed Term: **14 days**
  - Visiting/Part-time (Temporary): **3 days**
  - Temporary with no intent to pay: **no posting required**
- Advertising
- Search Committees
- Interim & Final Selection
- Nepotism Policy
  - A signed Nepotism Form must be attached to the Selection & Hiring Proposal (if applicable)

See the Academic Personnel Website and APO's "Recruitment Process Overview" for more information

EO Considerations: Advertising

- All **tenure/tenure track** positions must be advertised *nationally*.
- **Administrative appointments with a faculty rank** must be advertised *nationally*.
- **Fixed term** positions must be advertised *locally* and *regionally*.
  - The automatic posting to Inside Higher Ed and HERC meets the regional requirement.
- Advertisements must be pre-approved. A draft of the advertisement should be attached to the recruitment request in PeopleAdmin. For departments in the Business Center, be sure to send your HRBP a draft of the ad with the recruitment request in RASR.
- The advertisement should include the following:
  - application procedure and deadline
  - description of the position and its minimum requirements
  - name and address to whom inquiries should be made
  - **<u>must</u>** include EEO statement (either full or shortened version)
- **Be sure to advertise in diverse places** – if there is an underrepresentation in your department, it is important to get the posting out to a variety of diverse outlets
- **Utilize Graystone** – It saves time and is free to use!

EO Considerations: Search Committees

- Chairs should appoint search committees in writing. Letters appointing colleagues to these committees must include a statement to the effect that, by accepting the appointment, the individual agrees to support the University's commitment to affirmative action. Membership on the search committee is contingent on support of this policy.
- All hiring supervisors, search committee chairs and members must complete the Online Search Committee Training Module before beginning the search process for any EHRA recruitment.

EO Considerations: Interim Pools

- An interim pool cannot be submitted until the minimum posting period has passed
  - For example: If you decided to post “Open Until Filled” for a tenured/tenure-track faculty recruitment, then you cannot submit an interim pool until 30 days have passed from the date the posting went live
- Interim pools must be submitted and approved in PeopleAdmin prior to interviewing
- Additional interims only need to be completed for new candidates chosen for interview

EO Considerations: Final Selection

- An interim pool must be submitted and approved prior to submitting the selection & hiring proposal
- If there is an underrepresentation in your department, the workforce profile in PeopleAdmin must be completed. This details the steps taken to attract a more diverse applicant pool.
- The recommended salary must be within the posted range (if posted)
- The FTE must match the FTE on the posting (if posted)
- The selection reason must address the qualifications required for the position:
  - Educational qualifications
  - Required skills and experience
  - Preferred qualifications

Recruitment Expenses & Budget

- For positions funded and allocated by the Dean’s Office, funds will be provided to help departments pay for recruitment expenditures (including advertising)
  - Tenured/Tenure-Track Positions: a maximum of $4,000
  - Fixed-Term Positions: $2,000 for a fixed-term position
  - Tenured or tenure-track targeted hires: $1,000
- If the position comes from the Dean’s Office, i.e., not from instructional budget, the Dean’s Office will provide $2,000 for advertising for teaching assistant professors.
  - Depending on the advertising media, the budget could be exhausted in advertising before any candidates are invited to campus.
- Recruitment expenses for positions funded by the instructional budget or other department resources are the responsibility of the department.
- Recruitment expenses for special faculty allocations, such as targeted or Bowles hires, are the responsibility of the department.

Campus Visits

- Chairs should send the SAD the CV of candidates for tenured positions who are to be invited to campus. The Chair will need the SAD's approval before issuing invitations to visit the campus.
  - The aim of these discussions is to keep the Dean informed about ways the candidates reflect the unit's strategic plan and allows the Dean to provide any suggestions or support that might help in achieving a successful recruitment.
- Arrange meetings between the SAD and the finalists when they are visiting campus. Provide the SAD with curriculum vitae and letters of recommendation before that meeting.
- Departments should provide candidates with information about the town, the region, area schools, anything that highlights the attractions of the Triangle and the University.
- The Chair should meet with all candidates at the end of their visits and hold preliminary discussions about salary level and other matters which may become part of a compensation package.

WAIVERS

What are Waivers?

Waiver Types

What are Waivers?

- Waivers are used in cases where the department has a reason or need to hire outside of the formal recruitment process
- Waivers are considered and approved as ***exceptions*** under special circumstances when it can be demonstrated that the absence of advertisements and a regular search do not conflict with achieving equity and locating the person who best meets the University's standards.
- Waivers of recruitment only waive the recruitment process. **All other hiring steps must be taken**, such as a background check, dossier/standard order documents, I-9, etc.
- Even though the department may be requesting a waiver, if it is over $70,000 and not replacing a faculty, **it still needs System Office and BOG/BOT approval before it can be approved.**

Waiver Types

- Faculty Spousal and Partner Hiring Assistance Program ("Spousal Hire")
- VITAE Hire (formerly "Targeted Hire")
  - **V**aluing **I**nclusion **T**o **A**ttain **E**xcellence
- Unique Qualifications
- Emergency Appointment
- Employment Pursuant to Grants

Waiver Types

- **Unique Qualifications:** used for individuals who possess credentials that the recruiting unit believes makes them best qualified for a particular position and whose appointment would bring unique skills, perspectives, and experience to the University not currently available and unlikely to be available in a timely way following normal advertising and search procedures.
- **Emergency Appointment:** used when academic departments and administrative units need to make an appointment to meet an unforeseen personnel emergency, for example, death, medical incapacitation, or immediate resignation of a current employee.
- **Employment Pursuant to Grants:** used when employing persons are identified as PI's or Co-PI's on grant applications.
  - Limited to the employment of those identified as principal investigators or co-principal investigators in the grant application who are already at the University of North Carolina at Chapel Hill as postdoctoral research associates, clinical fellows, or other similar titles in this category, at the time of submission of the grant application and who are proposed in the grant application to be employed by the university in non-tenure track EHRA positions only.
  - The department must certify that the submission of the application and proposed employment are based on the academic merits of the application and not on any impermissible considerations.
  - The approval of the exception to the search requirement and the employment itself shall be conditioned upon the successful award of the grant application.
  - The employment of an individual for whom an exception is granted shall be limited to the duration of the grant.

Waiver Types

Departments may submit requests for VITAE Hires and Spousal Hires to the Dean's Office for review and submission to the Provost's Office. If approved, the Provost's Office provides a percentage of funding for these hires. **NOTE:** The Office of the Provost will no longer be able to fund costly VITAE or spousal hires at the Full or Distinguished Professor level.

Faculty Spousal and Partner Hiring Assistance Program ("Spousal Hires")

- This program recognizes that success in recruitment often depends on the opportunity to facilitate appointment of an accompanying academic spouse.
- The program is used to facilitate the employment of spouses of new tenure track or tenured faculty who are being recruited to UNC-Chapel Hill or area universities.
- This is not a program for spouses of already employed faculty members.

VITAE Hires

- Purpose is to attract accomplished and talented new faculty members from underrepresented and other groups for tenure track or tenured appointments
- This may include individuals who grew up in economically disadvantaged circumstances, individuals with substantial professional experience working with minority and economically disadvantaged populations; individuals doing significant research on issues that disproportionately affect minority and disadvantaged populations; and individuals whose teaching or research specialty is in a field that is currently underrepresented in the University faculty.

HIRING & ONBOARDING

Offer Letters

Start-Up Packages

Process & Timelines: Things to Consider

Dossier & Standard Order Tables

Faculty Orientation & Benefits Enrollment

Offer Letters

- The timing of the offer should be made after the hiring proposal has been approved and background check is complete.
  - Contingent offers may be made while the background check is in process. Specific language must be included in the offer letter (APO website)
- The academic Senior Associate Dean and the Associate Dean for Human Resources must approve the offer letter, along with other required documentation as referenced in the template, before it is sent to the selected candidate.
- Offer letter templates can be found at the Business Operations website. Select the appropriate letter and applicable paragraphs for the appointment you are offering.

Start-Up Packages

- The department chair and SAD can involve start-up packages as part of the negotiated contract with a prospective faculty member. Funds are generally limited and allocated only as absolutely necessary to make a successful hire.
- Generally, start-up funds are used over a period of **three years** and the allocation and expenditures each year will match the spreadsheet sent to the Dean's Office; funds will not carryover year-to-year.
- The start-up package is to cover the following expenses:
  - Moving
  - Equipment
  - research funds
  - laboratory renovation
  - graduate student or postdoc support (only in the sciences to bridge funding from grants).
- Moving expenses are included in each start-up package. The amount allocated to moving expenses is dependent on the current location of the candidate, family needs, and rank. Typical allocations are noted below:
  - **Assistant Professor: $3,000 – $5,000**
  - **Associate Professor: $5,000 – $7,000**
  - **Full Professor: $7,000 – $10,000**

For more information, see the "Startup From A to Z" presentation on the CASBO Manager Toolkit page.

Process & Timelines: Things to Consider

- Approvals for Faculty Appointments
- Work Authorizations – In cases where there is a possibility that your unit may wish to appoint a foreign national, contact UNC's International Student & Scholar Services (ISSS) to determine the appropriate immigration status and required paperwork for inviting foreign nationals to UNC for teaching and/or research purposes.
- Background Checks - Background checks are conducted only at the time of a faculty member's initial appointment. These checks are intended to assure that we do not appoint individuals to faculty positions with prior criminal convictions who pose an unacceptable risk to the University or its employees, students, and visitors.
- Faculty Transcripts - The Policy on Qualifications of Course Instructors requires faculty members to provide official transcripts showing all graduate course credits and degrees.
  - To complete the hiring requirements, an official transcript must be provided for all graduate degrees by the end of the first semester of employment with UNC Chapel Hill.
  - Please be aware that if an official transcript is not provided in a timely manner, employment may be terminated for failure to comply with a condition of employment.

Approvals for Faculty Appointments

- All faculty appointment recommendations in the College require the approval of the Senior Associate Dean.
- New tenure track appointments, reappointments, and promotions also require approval from the **Arts & Sciences Advisory Committee (ASAC)**
  - ***Who serves on the committee?*** The Dean and the Chair of each division serves on the Arts and Sciences Advisory Committee (ASAC)
  - ***What do they do?*** ASAC is charged with reviewing and advising on tenure track and tenured appointments, reappointments, and promotions in the College. ASAC recommends personnel actions to the Dean
- Following ASAC review, the Dean recommends such appointments to the Executive Vice Chancellor and Provost, and which then must receive validation by a series of subsequent committees and boards
- The **Appointment, Promotion and Tenure Committee ("APT Committee")** is the third level of faculty review following the department and ASAC committee
  - ***Who serves on the committee?*** Twelve members of the faculty holding permanent tenure at the rank of professor. Four (4) members with primary appointments in the College of Arts and Sciences; four (4) members with primary appointments in the School of Medicine, and four (4) members with primary appointments within the professional schools. Current committee members are listed here.
  - ***What do they do?*** Serve in an advisory capacity to the Executive Vice Chancellor and Provost with respect to: appointments, reappointments, and promotions that have the effect of conferring permanent tenure; promotion to a higher rank of persons holding permanent tenure at the rank of associate professor or assistant professor; and appointment to a distinguished professorship that is not restricted by the terms of the endowment to a particular school or department.
- The APT committee makes recommendations to the Executive Vice Chancellor and Provost, who makes the final decision, subject to confirmation by the Board of Trustees

The Levels of Review Table outlines review levels for APO designated Personnel actions

Dossiers & Standard Order Tables

Dossiers must be submitted for tenured/tenure-track hires

- **Order of Dossier Documents**
  - Form AP-2
  - CV (most recent version—dated)
  - Additional Information
  - Dean's letter
  - Chair's letter
  - Internal committee report, if submitted
  - Sample solicitation letter for outside letters of reference
  - Sample Request for an External Letter of Recommendation for a Tenure Track Position
  - Outside letters of reference (more information)
  - Teaching record, including teaching and peer evaluations for promotions and reappointments, and service record
  - Any other necessary material, including teaching evaluations if appropriate

For more information on dossiers, see the Chairs Manual

Standard order documents must be attached to the hire action for all faculty hires.

- Standard order tables can be found on the Academic Personnel Website and are specific to each faculty type.

Faculty Orientation

- Departments should register their EHRA faculty employees for an orientation session
- Faculty are welcome and encouraged to attend the entire session of "Welcome to Carolina Blue" New Employee Orientation from 8:30 am until 1:00 pm but may also choose to attend just a portion of the program.
- **Faculty Attending NEO *On or Before* Their Hire Date**
  - If a Faculty member attends NEO on or before the their hire date, the OHR I-9 unit will complete the Form I-9 on behalf of the hiring department as long as the Faculty attends the full orientation program and the hiring department HR Representative completes the following actions by noon on the Wednesday prior to orientation:
    - Registers the Faculty member for NEO
    - Fully executes the hire ePAR in ConnectCarolina
    - Sends the LawLogix I-9 invitation
- **Faculty Attending NEO *After* Their Hire Date**
  - If a faculty member attends NEO following the effective date of hire, the hiring department will continue to be responsible for ensuring that the Form I-9 is completed correctly and timely.

Benefits Enrollment

- Enrollment for health insurance must be done **within 30 days of the hire date**
  - Coverage will begin on the first of the month following the hire date
- Enrollment for TSERS or ORP must be done **within 60 days of the hire date**
  - If no selection is made, employee is automatically enrolled in TSERS
  - Once made, the selection cannot be changed
  - Mandatory retirement plan contributions begin on your date of eligibility
- Employees will complete W-4 and NC-4 forms in the Self-Service tab in ConnectCarolina after their first day

For benefit-eligible employees, the UNC System Office provides an interactive video guide to UNC benefits , which includes information on health, prescription drug, dental, vision, flexible spending accounts, cancer insurance, critical illness, group life, accident insurance, disability and retirement programs.

Helpful Links & Resources

- CAS Chair's Manual
  - Hiring a New Faculty Member
  - Recruitment
- Faculty Dossier Routing (CASBO Website)
- Faculty Recruitment (APO Website)
- Faculty Appointments, Promotion, and Tenure (APO Website)
- Background Checks (OHR Website)
- Faculty Waiver Outline (CASBO Manager Toolkit)
- VITAE Hiring Guidelines (APO Website)
- Faculty Spousal and Partner Hiring Assistance Program (APO Website)
- Search Committee Resources (EOC Website)