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## *Chapter 5*

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### *Selection & Appointment*

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#### **Procedures for Faculty & Faculty Administration**

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##### *Procedures for Professors: Full-time, Tenure-track Faculty Members*

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When a vacancy exists, it is the duty of the appropriate unit faculty and dean to select and appoint full-time faculty. All vacancies are advertised in order to attract sufficient qualified candidates.

The school or department selects a search committee of four faculty from within the unit in which the vacancy has occurred and an additional faculty member from outside the academic unit. If the unit has insufficient faculty to staff the search, then the committee features additional faculty from other units. The search committee works with the unit administrator to write the job description, which details the teaching assignment and selection criteria, and identifies the appropriate national and regional, public and professional venues in which to advertise the position. The dean reviews the description and ensures its posting, following appropriate University guidelines. The committee uses the job description to establish the criteria for the selection of candidates to meet the needs of the academic unit, including the conventional faculty duties of teaching, scholarship, and service. Applicants are required to submit letters of application, vitae, transcripts, and three let-

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ters of recommendation, and other materials may be requested as well. All search committee members must review all of the applicant files and determine those most qualified for interviews, and the committee chair contacts the references of the most promising candidates. Search committees complete an initial round of interviews by phone, video conference, or in person, generally at a professional meeting.

The committee forwards to the appropriate dean a list of two or three preferred candidates, and the dean confirms funding for the search and the position with the Senior Vice Chancellor for Academic Affairs. Following approval by the dean, the committee arranges on-campus interviews with the most qualified applicants. On-campus interviews should include candidate meetings with the search committee, appropriate dean, and any other necessary administrators. Interviews also should include a teaching demonstration and a presentation of scholarly and creative activities. The search committee makes every effort to ensure that each faculty member within the school or department has the opportunity to meet each candidate invited for an interview. Faculty members are invited to submit written comments and evaluations on each candidate. The search committee is responsible to ensure that each candidate is treated in as equal a fashion as possible, and all interviews and itineraries are as similar as possible in order to maintain equal opportunity for all candidates.

After on-campus interviews have taken place and the search committee has reviewed all available evaluative reviews of the candidates, the committee rates each candidate as recommended or not recommended for the position and ranks the recommended candidates, including an explanation for each candidate's rating and ranking. In the case of departments within a college or school, the chair of the search committee

forwards the recommendations to the department chair, who may make additional comments prior to forwarding the search committee results to the dean. For the other colleges and schools, the search committee submits their recommendations to the appropriate dean. Approval to make an offer must be obtained by the dean from the Senior Vice Chancellor for Academic Affairs. If approval for the offer of employment is granted, the dean makes the offer and, the letter of appointment is forwarded to the candidate. Should the candidate reject the offer, subsequent offers may be made by the dean to other recommended candidates. In the case that there is no recommended candidate, the search may be continued or suspended. In all cases, all documents for all candidates are retained for three years by the appropriate unit.

*Procedures for Instructors: Full-time, non-Tenure-track Faculty Members*

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The advertisement for the position always must be posted publicly, and a search committee of appropriate unit faculty selects and recommends appointment for qualified candidates. The dean makes the final hiring decision.

In general, the selection and appointment procedures for instructors should follow that for full-time, tenure-track faculty. However, because the opportunity to hire instructors may follow a shorter calendar than that of tenure-track faculty, and because instructors may not have the service, scholarship, and governance responsibilities of tenure-track and tenured faculty, their selection and appointment procedures can be streamlined as necessary. The search committee must include at least three unit faculty members. The criteria for selection should focus primarily on teaching. An initial interview prior to the on-campus interview may not be necessary, and candidates

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need not be available to meet with all faculty or administrators as required of tenure-track hires. On-campus interviews should include a teaching demonstration if appropriate. The search committee is responsible to ensure that the evaluations of candidates are as similar as possible in order to maintain equal opportunity for all candidates.

Instructor-level faculty members may not be moved directly to tenure-track positions, as all such selection and appointment must follow the guidelines described in the procedures for full-time, tenure-track faculty.

### *Procedures for Adjunct Faculty: Part-time, non-Tenure-track Faculty Members*

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The employment of part-time, temporary faculty members provides economy and flexibility to institutions. Adjunct positions are non-tenure track. Such appointments are made for a semester and may be renewed by the appropriate unit administrator. Part-time appointments normally involve teaching one or two courses in a semester. Under unusual circumstances, adjuncts may teach three or four classes, but never more than four classes. Time served in part-time appointments may not count toward tenure or promotion or serve as grounds for the reduction of a probationary period upon selection and appointment to a tenure-track faculty position.

Searches for adjunct faculty are carried out locally, and occasionally regionally, beginning with a public job announcement that details the teaching assignment and selection criteria. Searches also may include advertisements placed in area newspapers, letters sent to selected professionals and area graduate programs; personal contacts with departmental faculty; suggestions from external academic program advisory

boards; and efforts exerted through other administrative offices. All part-time faculty employed by USC Upstate must meet minimum SACS requirements. Preference will be given to those holding appropriate terminal degrees with relevant teaching experience. Hiring units may have additional criteria depending on the teaching assignment. The appropriate dean or chair selects part-time faculty members, though unit faculty should, whenever possible, be consulted in the selection, appointment, and reappointment of adjuncts.

*Procedure for Department Chairs*

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The selection of a department chair and evaluation of performance in that office are matters requiring the joint consideration of the faculty and administration.

When a vacancy occurs in the position of the department chair, the dean of the school informs the faculty of the department in writing and invites the unit faculty to elect up to three persons to serve on a search committee. A fourth member of the committee should be selected from outside the academic unit. Participation in the selection of a department chair is restricted to full-time tenure-track and tenured faculty members who have not been notified officially of a final, unfavorable decision on tenure. Instructors may be eligible to vote if such participation is recommended by the majority of the department faculty automatically eligible to vote. The search committee elects its own chair. Candidates for department chair must be full-time, tenured or tenure-track faculty, and only under unusual circumstances should untenured faculty be considered as candidates. The successful candidate should exemplify the department's mission, meet a high standard according to the unit criteria, and demonstrate experience and skills in organization, management, and strategic planning. The search committee

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collects letters of application and vitae from all candidates, which are circulated among all voting unit faculty.

The search committee provides a ballot containing the names of the candidates to the eligible voting members of the unit faculty. Faculty members rate each candidate as recommended or not recommended for the position and rank recommended candidates in order of preference. These ratings and rankings, along with all supporting materials, are submitted to the dean. The dean may appoint a candidate identified as recommended by the voting faculty

*Term of Appointment.* The term of appointment for a department chair is three years, though terms should be limited as necessary to allow for any transition to take place over the summer or winter break. After completing a term, reappointment for an additional term may be made by the dean in consultation with the faculty of the department and the Senior Vice Chancellor. Consultation with the department faculty will include a vote on whether the current chair is recommended or not recommended for the position. The dean's office will conduct the confidential poll. In the case of reappointment, the decision will be relayed to the unit faculty accompanied by the rationale for reappointment. Normally, department chairs will not be appointed for more than two terms. Reappointment beyond the second term is restricted to cases where it is clearly in the department's and University's best interest.

If the department chair is not reappointed, the decision will be relayed to the unit faculty accompanied by the rationale, and the search for department chair will be conducted following the procedure established in this chapter. The appointment of a department chair may be terminated at any time by the dean with the approval of the Senior Vice Chancellor for Academic Affairs.

*Interim Appointment.* Because of the important role department chairs play in the administration of faculty responsibilities, the official procedure of appointment described above should be followed in all instances. Only under extraordinary conditions—such as promotion, reassignment, abrupt resignation, or dismissal of a department chair—should an interim appointment prove necessary. Candidates for interim department chair should provide their letter of application and vitae to unit faculty eligible to vote for chair. Unit faculty rate each candidate as “recommended” or “not recommended.” The names of candidates recommended by a majority of the faculty are forwarded to the dean. The dean appoints an interim department chair with the approval of the Senior Vice Chancellor for Academic Affairs. Interim appointments are limited to a maximum of one year or until the first summer or winter break, whichever comes first. A search committee for a department chair must be formed as soon as possible.

#### *Procedure for Deans*

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The selection of a dean and the evaluation of performance in that office are matters requiring the joint consideration of the faculty and administration. The following are general policies defining the procedures for faculty participation in the appointment and reappointment of deans.

*Comprehensive Search.* Comprehensive searches are recommended for new deans. The comprehensive search includes both internal and external candidates. The Senior Vice Chancellor for Academic Affairs, in consultation with the Chancellor and the faculty of the college or school, determines before the search committee is formed whether unusual circumstances exist that would limit the search to present faculty members of the university.

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When a vacancy occurs in the position of dean, the Senior Vice Chancellor for Academic Affairs informs the faculty of the college or school in writing and invites the faculty to elect up to three persons to serve on a search committee. Participation in the selection of a dean is restricted to full-time faculty members at the instructor level or above who have not been officially notified of non-reappointment or final unfavorable decisions on tenure. Instructors are only eligible to participate if such participation is recommended by the majority of the college or school faculty eligible to vote and is approved by the Senior Vice Chancellor for Academic Affairs. The Senior Vice Chancellor for Academic Affairs appoints up to two additional persons, at least one of whom is a member of the faculty of another college or school or a librarian. The Senior Vice Chancellor for Academic Affairs, in consultation with the faculty committee members and the Chancellor, may determine that community representation on the search committee is in the best interest of the college or school and the University. The Chancellor, in consultation with the Senior Vice Chancellor, selects up to two community members to serve on the search committee. The Senior Vice Chancellor for Academic Affairs selects a chair for the committee from among the elected or appointed members.

The search committee places a notice of vacancy in the appropriate professional journal or personnel newsletters and in at least one general publication, such as the *Chronicle of Higher Education*. An independent search firm also may be used, in which case that firm collects and may complete an initial screening of candidate files, which will include letters of application, vitae, transcripts, and three letters of recommendation. The search committee reviews either all of the candidate files or the files of the candidates who pass the initial screening of the independent firm. After contacting the references of the most promising candidates, the committee consults with the

Senior Vice Chancellor for Academic Affairs, and the committee arranges interviews. The number of external candidates exceeds four only with the specific approval of the Senior Vice Chancellor for Academic Affairs. The search committee makes every effort to ensure that each faculty member within the college or school has the opportunity to meet each candidate invited for an interview. Faculty members are invited to submit written comments and evaluations for each candidate they meet. The search committee is responsible to ensure that each candidate is treated in as equal a fashion as possible, and all interviews and itineraries are as similar as possible in order to maintain equal opportunity for all candidates.

The search committee rates each candidate as “recommended” or “not recommended” for the position. The committee forwards the ratings and all supporting materials to the Senior Vice Chancellor for Academic Affairs. The committee should submit at least two recommended candidates. If the Senior Vice Chancellor for Academic Affairs finds one recommended candidate acceptable, he or she makes the appointment and forwards all materials to the Chancellor. If the Senior Vice Chancellor and search committee do not agree on recommended candidates, they will meet to resolve the dispute. If agreement is reached, the Senior Vice Chancellor forwards the recommendation to the Chancellor. If agreement is not reached, the search committee and Senior Vice Chancellor each write a brief account of their recommendation and justification. These recommendations and all materials are then forwarded to the Chancellor. The Chancellor either approves the appointment or asks the search committee to submit additional names.

*Internal Search.* If a decision is made to limit the search to persons already on the faculty, the search committee invites nominations, collects letters of application and vitae, and

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makes application materials available to the faculty. Thereafter, internal searches follow the procedure for comprehensive searches with the single exception of placing notices in off-campus publications.

*Term of Appointment.* The term of appointment for a dean is five years. After completing an initial term, reappointment for additional terms may be made by the Senior Vice Chancellor for Academic Affairs in consultation with the faculty of that college or school. Consultation with the faculty of the college or school will include a confidential poll of faculty by the office of Academic Affairs on whether they “recommend” or “do not recommend” reappointment. Usually a dean will not be reappointed beyond a second term. The appointment of a dean may be terminated by the Senior Vice Chancellor for Academic Affairs with the approval of the Chancellor and the President.

*Interim Appointment.* Because of the important role deans play in the administration of the college or school, the official procedure of appointment described above should be followed in all instances. Only under extraordinary conditions—such as promotion, reassignment, abrupt resignation, or dismissal of a dean—should an interim appointment prove necessary. Under such circumstances, in the case of the College of Arts and Sciences, the department chairs meet and determine eligible candidates, the names of whom are forwarded to the Senior Vice Chancellor for Academic Affairs. For the other colleges or schools, full-time faculty eligible to vote for the dean of that school meet and determine eligible candidates, the names of whom are forwarded to the Senior Vice Chancellor for Academic Affairs. The Senior Vice Chancellor for Academic Affairs in consultation with the Chancellor appoints the interim dean. Interim appointments should last one year or less and are lim-

ited to a maximum of eighteen months. The transfer of leadership should take place during the summer or winter break.

*Procedure for Senior Vice Chancellor of Academic Affairs*

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As the Senior Vice Chancellor of Academic Affairs is the top academic post at the university, the selection and the evaluation of performance in that office are matters requiring the joint consideration of the faculty and the Chancellor. The following are general policies defining the procedures for faculty participation in its appointment and reappointment.

When a vacancy occurs in the position of Senior Vice Chancellor for Academic Affairs, the Chancellor informs the faculty of the University in writing and invites the faculty to elect up to three persons to serve on a search committee. Participation in the selection of the Senior Vice Chancellor for Academic Affairs is restricted to full-time faculty members at the instructor level or above who have not been officially notified of non-reappointment or final unfavorable decisions on tenure. Instructors may be eligible to participate if such participation is recommended by the majority of the University faculty eligible to vote and is approved by the Chancellor. The Chancellor appoints two additional faculty members. The Chancellor selects a chair for the committee from among the elected or appointed members. The Chancellor, in consultation with the faculty committee members, may determine that community representation on the search committee is in the best interest of the University. The Chancellor selects up to two community members to serve on the search committee.

The search committee places a notice of vacancy in the appropriate professional journal or personnel newsletters and in at least one general publication, such as the *Chronicle of Higher*

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*Education.* An independent search firm also may be used, in which case that firm collects and may complete an initial screening of candidate files, which will include letters of application, vitae, transcripts, and three letters of recommendation. The search committee reviews either all of the candidate files or the files of the candidates who pass the initial screening of the independent firm. After contacting the references of the most promising candidates, the search committee consults with the Chancellor, and the committee arranges interviews. The number of external candidates exceeds four only with the specific approval of the Chancellor. The search committee makes every effort to ensure that each faculty member has the opportunity to meet each candidate invited for an interview. Faculty members are invited to submit written comments and evaluations for each candidate they meet. The search committee is responsible to ensure that each candidate is treated in as equal a fashion as possible, and all interviews and itineraries are as similar as possible in order to maintain equal opportunity for all candidates.

The search committee rates each candidate as recommended or not recommended for the position. The committee forwards the recommendations along with all supporting materials to the Chancellor. The committee should include at least two recommended candidates. The Chancellor makes an appointment from the recommended candidates or asks the search committee to submit additional names. The appointment of the Senior Vice Chancellor for Academic Affairs is subject to confirmation by the President.

*Term of Appointment.* The term of appointment for the Senior Vice Chancellor for Academic Affairs has no defined limit. The appointment of a Senior Vice Chancellor for Academic Affairs may be terminated by the Chancellor with the approval of the President.