

NUMBER: ACAF 1.00
SECTION: Academic Affairs
SUBJECT: Recruitment and Appointment of Tenured, Tenure-Track, and Non-tenured Faculty
DATE: February 1, 1995
REVISED: August 27, 2010
Policy for: All Campuses
Procedure for: USC Upstate
Authorized by: Dr. Marsha Dowell
Issued by: Academic Affairs

I. Policy

<http://www.sc.edu/policies/acaf100.html>

II. Procedure

The process of recruitment and appointment of faculty tenure-track or non-tenure-track, follows certain guidelines designed to hire quality and diverse faculty through a fair and open search process. Practices are in compliance with applicable state and federal laws requiring adherence to equal opportunity and affirmative action provisions.

A. Determining Faculty Needs

In the budget process, departments submit their faculty needs for the upcoming year to the Senior Vice Chancellor for Academic Affairs. These needs may be the result of resignations/retirements/terminations or the need for a new position due to program growth, or a new program, etc. The Deans meet with the Senior Vice Chancellor in budget planning meetings and prioritize the faculty needs to determine the hiring of faculty for the following academic year. Unexpected resignations or terminations of faculty also determine faculty needs outside the budget process.

B. Search Process

The search process begins with a vacancy due to the budget prioritization process or by resignation/termination/unexpected retirement of a current faculty member.

The same search process is used whether the position is tenure-track or non-tenure track.

1.) Request to Search

When a vacancy occurs, the department chair and/or dean determine whether there is a need to hire a faculty member. If the need exist, the *Permission to Search* and *Mission Critical* form is completed by the chair or dean and submitted through proper channels to the Senior Vice Chancellor of Academic Affairs for approval to search for a replacement. If a new position is created, the *New Position Request/Justification* form is completed and submitted through proper channels to the Senior Vice Chancellor for approval. Once the proper form is approved, the form is scanned and sent to the particular department and/or dean for notification of approval.

2.) Requisition Number

The department submits to the Office of Academic Affairs position information for a Requisition Number. This information includes the position title, such as assistant professor or instructor, tenure-track or non-tenure track position, discipline/area of expertise, requirements of position, degree requirements, etc. and is reviewed by the Administrative Coordinator in the Office of Academic Affairs for completeness. Once complete, this information is sent to the Office of Human Resources. A Human Resources person completes a requisition form and submits it to Columbia for a Requisition Number and posting of the position on the USC Online Job website.

Once the Requisition Number is established, an advertisement for the position can be created, or if an ad has already been submitted to the Office of Academic Affairs, the requisition number must be placed in the advertisement. No advertisement is sent for publication without the Requisition Number.

3.) Advertisement

The department submits wording for an advertisement to the Administrative Coordinator in the Office of Academic Affairs along with suggested locations for advertising. Based on costs of the advertising locations and in consultation with the department, priorities are determined as to where to place the advertisement(s). Normally at least two locations are permissible. An advertisement cannot be submitted to any location without the Requisition Number in the wording of the advertisement. Even submissions to listservs or other online services must include the Requisition Number. Advertisements are normally for a 30-day period and can be online or in a printed advertisement, if cost permits. The University's affirmative action statement is always included at the bottom of the advertisement, whether online or a printed advertisement.

The Office of Human Resources submits the advertisement for faculty positions. The Administrative Coordinator sends the finalized advertisement and the locations of the placement of the advertisement to the Office of Human Resources. Based on the information given to them, the Office of Human Resources submits the advertisement, pays for the advertisement and reallocates the charges to the

recruitment account managed by the Office of Academic Affairs. The Office of Human Resources notifies the Office of Academic Affairs and the hiring department when the advertisement has been placed.

All faculty advertisements are placed on the USC Upstate Office of Human Resources webpage with a link to the full requisition on the Columbia online jobsite. From this jobsite, an application can be completed and submitted for the position. Applicants MUST apply for a faculty position online to be considered for a faculty position.

4.) Search Committee

Per the Faculty Manual “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 unit for tenure-track positions. The department chair and/or dean, along with the faculty, choose faculty for the non-tenure track search committee. One important fact to remember is that search committees must be representative of USC Upstate’s faculty diversity as it relates to race, gender, and tenure status whenever possible and practical. The chair and/or dean appoints the chair of the search committee.

a. Charge to the Search Committee

The hiring authority (chair and/or dean) meets with the search committee before a search is initiated to give the charge and relate the responsibility that the committee assumes in searching for a faculty member and the importance of following search procedures. The Director of Employee Relations and Equal Opportunity and the Chief Diversity Officer must meet with the committee at this same initial meeting to emphasize the importance of adhering to the equal opportunity guidelines and procedures and the responsibility of the committee to recruit minority faculty when possible.

b. Search Committee Procedures

1. The committee develops specific criteria to use to evaluate applicants and select ones to bring for campus interviews. These criteria are based on the position available, such as degree requirements, teaching record, scholarly achievements, area of specialization, unique talents, etc. The criteria must be consistent with the advertisement for the position. However, other criteria may be considered such as interaction with current faculty, interaction with students, etc. Every candidate must be treated the same and the same criteria must apply to each candidate.
2. The search committee reviews the applications of the candidates and identifies the candidates who best fit the criteria developed by the committee. The committee discusses the candidates and determines the ones to be chosen for telephone interviews. The committee determines ahead of time the questions

to be used in the telephone interviews to keep the interview process consistent for all candidates.

3. Once the pool of candidates has been narrowed to a number that can be approved for bringing to campus for campus interviews, references should be checked. Telephone calls to candidate references are a requirement. If additional references other than those supplied by the candidates, can be contacted as well, it will only strengthen the review of the candidate.
4. If a candidate is not an American citizen, the **Office of International Support for Faculty and Staff** must be contacted for procedures of approval to bring the candidate to campus for an interview.
5. The search committee presents their list of candidates for campus interviews to the chair and/or dean along with qualifying information about the candidates. The **"Request for Candidate Travel/Interview"** form, which gives cost estimates for bringing the candidates to campus, should also be included for each candidate. The chair and/or dean reviews the list and information given, then discusses the candidates with the Senior Vice Chancellor for permission to bring them to campus. The Request for Candidate Travel/Interview form is forwarded to the Senior Vice Chancellor for approval and once approved; the forms are scanned and sent to the department's administrative assistant. The approved candidates can then be scheduled for campus interviews. A **Travel Authorization (TA)** is prepared for the individual candidates with dollar amounts equal to those on the Request for Candidate Travel/Interview form. The TA is sent to the Office of Academic Affairs for signing by the Senior Vice Chancellor, scanned and sent to the department administrative assistant and the TA is mailed to the travel office in Columbia for processing.
6. When a unit invites a candidate to campus for an interview, the candidate alone can be reimbursed for food purchases against a TA on the **Travel Reimbursement Form (TRV)** and only if the candidate eats alone without a member of the faculty. The candidate will be reimbursed per diem for meals as stated in the **Travel Policy BUSF 1.00** If a candidate is taken out to eat by a faculty member, the Office of Academic Affairs will reimburse one faculty member and one candidate for a total of three meals per day, which will include tip. The dollar amount spent must be a reasonable amount for the meals. This reimbursement must be submitted on a **Revolving Fund Request form** with the original itemized receipts attached. The Office of Academic Affairs will not process any reimbursement for meals on a Direct Expenditure Voucher.
7. Faculty who incur mileage expenses pertaining to the visit of a candidate will be reimbursed per **Travel Policy BUSF 1.00 Per Diem Rates** against the

candidate's TA. However the amount of the trips must be greater than 22 miles per round trip. If the mileage does not exceed the 22 miles threshold, the Office of Academic Affairs will not reimburse the mileage expenses.

8. Once the on-campus interviews are completed, the search committee meets to discuss the candidate interviews and select a candidate or candidates to recommend for hiring. The discussion should include the comments received from colleagues who attended the candidate presentations, as well as comments from faculty and administrators who interacted with the candidates.
9. The committee recommendation for hiring will be given to the chair and/or dean along with reasons for the recommendation. The committee must also report on the candidate's that were not recommended and the reason for not recommending them. If there is not a consensus for one candidate, information will be given on those candidates presented. If there is no consensus for hiring any of the candidates, then this recommendation is given to the chair and/or dean.

5.) Making an Offer to the Candidate

The dean will present the recommendation of the search committee to the Senior Vice Chancellor for Academic Affairs for approval to make an offer (discussing salary available for the position). The dean makes the initial offer to the candidate and discusses any issues necessary with the candidate.

Note: If the candidate is a known non-citizen, the Office of International Support for Faculty and Staff must be contacted prior to a verbal or written offer to ensure adherence to all federal and state regulations regarding the hiring of non-U.S. citizens. Positions offered to non-U.S. citizens must have been advertised in a printed national publication.

Following verbal negotiations, the dean prepares and sends a recommendation memo to the Senior Vice Chancellor requesting the hiring of the candidate. The memo includes the title of the position, the start date, the salary amount, and any other special information or compensations negotiated with the candidate (e.g. start up funds).

6.) The Offer Letter to the Candidate

The offer letter to a candidate is prepared by the Office of Academic Affairs based on the information in the dean's recommendation memo and is signed by the Senior Vice Chancellor. The letter includes the hiring date, the salary, the rank (instructor, assistant professor, etc), response date, signature line and if tenure-track, the penultimate year for pursuing tenure. Information requirements (contingencies) such as verification of degree(s), background check, or non-U.S. Citizenship will be

included as necessary. A special paragraph must be included in the offer letter to a non-U.S. citizen.

7.) Offer Acceptance by Candidate

Once the offer letter is signed and returned, it is scanned and copies are sent to the office of the dean and department chair, if applicable. The original signed letter is sent to the Office of Human Resources. A hiring folder (per checklist) for the new faculty member is assembled in the hiring manager's office by the administrative assistant and when all required information/documents are collected (three letters of recommendation, transcripts, signed application, background check clear letter, PBP1,) the folder with the original documents and a folder with copies are sent through the proper channels to the Office of Academic Affairs. The administrative coordinator for Academic Affairs reviews the file for completeness then sends the original file with all appropriate signatures to the Office of Human Resources for processing.

8.) Maintenance of Official Search File

The hiring manager's office is responsible for keeping the official search file for each position, which includes all material/information submitted by applicants brought to campus for interviews, all search committee documents, advertisement documentation, etc. With the online application system, the Office of Human Resources has access to all applicant information submitted online, which means the department does not have to maintain files on all applicants, only those who interview on campus.

9.) Reappointment of Instructors/Senior Instructors

Annually, the Office of Human Resources requests from Payroll Department in Columbia a list of reappointments with an ending date on 5/15 of the current year. The Office of Human Resources reviews the list and marks out any that are not instructors/senior instructors for reappointment. The list is forwarded to the Office of Academic Affairs.

The Office of Academic Affairs sorts the reappointment list into departments/area and sends the listings to the appropriate deans. Deans and chairs determine reappointment for another time period. Deans send the Senior Vice Chancellor for Academic Affairs a list of their instructors/senior instructors they want to reappoint for another time period (one year, two years or three years) and include the reappointment time period. Once approved by the Senior Vice Chancellor, the list is given to the Office of Academic Affairs Administrative Coordinator to prepare the reappointment letters. Once signed by the Senior Vice Chancellor, the letters are forwarded to the departments for distribution to the instructors/senior instructors. The signed letters are returned to the Office Academic Affairs Administrative Coordinator for processing. If it is determined that an instructor is no longer needed, the instructor

is notified that there will not be a reappointment letter and a PBP7 is generated. The returned original signed letters are sent to the Office of Human Resources and a copy stays in the Office of Academic Affairs.

10.) Hiring Faculty with Tenure and/or Professional Level

Any hire with tenure and/or at a professional level (Professor) must be approved by the Chancellor, the President of the USC System and the Board of Trustees. At the present time the only hires with tenure at a professional level of Professor are Deans.

III. Related Policies

A. This policy supersedes the following policies:

ACAF 1.03 Appointment of Unclassified Academic Personnel

ACAF 1.07 Appointment of Tenure-Track Faculty with Terminal Degree, and Tenure-Track Appointments Dates

ACAF 1.09 Award of Tenure and/or Senior Faculty at Time of Appointment

B. See also the following:

USC Upstate *Faculty Manual*

IV. Reason for Revision

USC Columbia consolidated Policies ACAF 1.00, ACAF 1.03, ACAF 1.07 AND ACAF 1.09 into one policy, ACAF 1.00.