Faculty Search Committee Guide

Table of Contents

I.   Introduction

This comprehensive guide from the University of Georgia (UGA) College of Pharmacy outlines the recommended and required steps for faculty search committees. Its primary purpose is to ensure a fair and equitable hiring process that attracts the most qualified candidates while adhering to Equal Opportunity Office (EOO) guidelines and avoiding bias. The document details every stage from the initial "charge" to the committee and active candidate recruitment, emphasizing the use of candidate evaluation rubrics and adherence to strict interview inquiry guidelines to maintain legal compliance. Ultimately, it serves as an essential resource for search committee chairs and members, providing a structured approach to faculty hiring and promoting transparency.

All faculty and staff who participate in the hiring decisions for the University community, including Hiring Authorities, Search Committee Chairs, and Search Committee members, are required to complete a centralized employee recruitment and hiring course. The training can be accessed at the UGA Professional Education Portal (PEP) by searching for **UGA Employee Recruitment Training**. The search training should be completed each time an individual participates in a search unless the training has been completed at least once within the last year. Exclusions for the training include Individuals who do not have a role in the hiring decision. For example, individuals attending a candidate presentation or voting on a faculty appointment. While these individuals may provide input, they are not directly involved in the full recruitment process.

The material in this guide was provided by the Office of Faculty Affairs (OFA). Additional resources to assist in the faculty hiring process are organized on their website at https://provost.uga.edu/faculty-affairs/faculty-appointments/. To ensure you have the most up-to-date material for the search, please review the resources provided, which should be utilized during the recruitment process, before beginning the search.

As of the latest version of this guide, the University's offering of the "Faculty Leader Series: Faculty Search Committee Training" workshop is on hold. Please search for the workshop on the Professional Education Portal to see if it is being offered. Our goal is to have all faculty, as well as staff, likely to be engaged in search committees, and to have complete faculty search committee training when it is offered. If you have completed the Faculty Search Committee Training in the past, updated resources for faculty search committees can be found in the eLearning Commons (eLC) system.

- Go to UGA eLC (https://uga.view.usg.edu/)
- Log in with your UGA ID and password, as you do when you access email.
- Once you log in, you may find the course on the landing page under "My Courses." If not, then go to the 9-box-tic-tac-toe grid near the top in the upper area of this page and click on this to get the list of courses and search ability.
- HELP for eLC can be found at https://help.elc.uga.edu/

If at any point in using this guide you feel there is additional information or resources that would be useful, please contact Ashley Townsend (amtow@uga.edu), Jessica Hart (jchart@uga.edu), or Jason Jones (jason.jones@uga.edu).

Equal Opportunity: We ask that all candidates be considered fairly, that is, considered by the criteria as outlined in the position announcement. Candidates should be considered by the search committee for this position based on their ability to do the job and in compliance with all applicable laws and policies regarding non-discrimination based on race, color, religion, sex, national origin, disability, gender identity, age, sexual orientation, or protected veteran status. Acceptable and unacceptable Interview questions can be found later in this guide. Please contact the Equal Opportunity Office with questions regarding equal opportunities for the recruitment or hiring process:

Equal Opportunity Office   Phone: (706) 542-7912
University of Georgia   Fax: (706) 542-2822
278 Brooks Hall   Email: ugaeoo@uga.edu
Athens, GA 30602

II.   Direct Appointment Guidance

The general rule is that all faculty and administrative appointments require an advertised, open search of the required posting duration. This guidance identifies certain exceptions to the general rule. Per BOR Policy, it is the University's responsibility to ensure that the direct appointment option is used judiciously.

Whenever discretion not to advertise is exercised in accordance with this guidance, care must be taken to ensure that there is no other faculty or staff member in the University, particularly in the unit concerned, who could be deemed a suitable candidate for the position. Where this may be the case, it is recommended that the role be advertised internally, allowing all faculty or staff to be equitably considered for the role, subject to approval for search process exemption, as outlined at https://hr.uga.edu/information-directory/direct-appointment-guidance/.

To submit requests for search waivers, please get in touch with the College's Human Resources Manager.

III.   Summary of Recommended and Required Steps for Search Committee CHAIRS (or HIRING AUTHORITY)

Suggested meeting	Stage and Task Description	New Recommended and Required Steps for Chair and Hiring Authority	Tools and Instructions
Before meeting 1	Pre-Charge Meeting	• Download documents and create a repository for the committee • Create search timeline	• Timeline Generator (Appendix B)
1	Charge Meeting	Charge meeting – Hiring Authority should ask for: • Active recruitment • Evaluation of the pool in an evidence-based manner • Maintenance of candidate confidentiality	• Charge to Search Committee (Appendix A)
1	Charge Meeting	Distribute the Interview Inquiry Guide to the search committee. Remind members: • Only ask questions that relate to the person's ability to do the job. • Remember you are always interviewing	• Interview Inquiry Guide (Appendix C)
1 or 2	Screening - Create a rubric	After the position description is completed: • Lead committee to create a draft rubric for dossier evaluation • Send rubric to Hiring Authority for feedback and approval.	• Individual or Committee TT Sample Rubric (Appendix D or E)
1 or 2	Actively Recruit – Generate contacts list and assign outreach responsibilities	• Begin to create a list on a shared spreadsheet of: (a) nominees, (b) subject matter experts, who in turn may recommend nominees, and (c) institutions from which potential strong candidates may be found. • Assign responsibilities for outreach among committee members. • Encourage use of email templates and phone script during outreach	• Prospective Candidate Tracking (Appendix G) • Sample communications (Appendix H, I, and J)
Between meetings	Actively recruit – Reach out to contacts and potential candidates	Reach out to prospective candidates, programs, and subject matter experts: • Enter new nominees and experts on the shared spreadsheet • Record progress on shared spreadsheet	• Prospective Candidate Tracking (Appendix G) • Sample communications (Appendix H, I, and J)
Between meetings	Review applications	If the applicant pool is large, application reviews may be subdivided among committee members, though a minimum of 2 members should review each dossier • **Qualified** applicants should be evaluated using the Individual Rubric	• Individual TT Sample Rubric (Appendix D) • Recruitment and Screening Summary Form (Appendix L)

		• Members should identify the top 8-10 candidates, then submit names to the Chair before the next meeting • All other candidates should have a UGAJobs Action Reason code assigned to them	
Shortly before the next meeting	Before Screening Meeting - Generate a "long list" for a large applicant pool	Identify the most qualified candidates from the larger pool • After collecting top candidates from members, use Long List Tracker to tally top candidate selections for further discussion • <mark>Committee members should use the rubric to **individually** rate all top candidates before discussion at the next meeting</mark>	• Individual TT Sample Rubric (Appendix D) • Long List Tracker (Appendix F)
2 or 3	Screening Meeting - Candidate discussions	<mark>Identify top candidates -</mark> • <mark>Use the **Committee** Rubric to tally members' rubric values for all discussed candidates</mark> • <mark>Identify candidates to recommend for interview to the Hiring Authority</mark> • <mark>Collect Action Reason Codes for all other candidates</mark>	• Individual TT Sample Rubric (Appendix D) • Committee TT Sample Rubric (Appendix E)
After screening	Recommend top candidates to the Hiring Authority	<mark>Submit recommendations for candidate interviews to the Hiring Authority for approval, attaching:</mark> • <mark>Completed Committee TT Rubrics for discussed candidates</mark> • <mark>Completed Recruitment and Screening Summary Form, including Applicant Summary Table and **preliminary** UGAJobs Action Reason codes for all applicants</mark>	• Recruitment and Screening Summary Form (Appendix L)
Before interview	Interview	<mark>Distribute the Interview Inquiry Guide to those involved in candidate interviews. Remind participants:</mark> • <mark>Only ask questions that relate to the person's ability to do the job.</mark> • <mark>Remember you are always interviewing</mark>	• Interview Inquiry Guide (Appendix C)
After interviews	Completing search	After the search is complete, the Hiring Authority should contact the College's HR Manager to: • Update UGAJobs Action Reason codes for all applicants	• Recruitment and Screening Summary Form (Appendix L) • Faculty Job Applicant Disposition Worksheet (Appendix N)

IV. Goals of the Search Committee Process
- To attract the best candidates possible
- To provide all candidates with an equal opportunity to apply and compete for faculty positions
- To ensure the search process is conducted without any prohibited consideration of race, color, ethnicity, religion, national origin, gender, gender identity, sexual orientation, age, disability, or veteran status
- To avoid even the appearance of any prohibited bias or other impropriety in carrying out the charge
- To select the candidate who is the best qualified for the position considered

Responsibilities:
- To understand and carry out the charge
- To have relevant knowledge about the responsibilities and requirements of the position for which the search is being undertaken
- To ensure the position announcement accurately describes the duties of the position and the qualifications required or desired

- To advertise and publicize the availability of each position to as broad a cross-section of members of affected disciplines or professions as possible
- To aggressively seek and encourage qualified people to consider and apply for open positions
- To narrow the field of candidates to a manageable number of top candidates for final consideration, interview, and presentation to constituents, as applicable
- To contact candidates' references consistent with candidates' wishes and confidentiality

Charge:

The charge is a particularly crucial step in the search process and should be carefully drafted to ensure all members of the search committee understand the process and the undertaking's goal. At a minimum, the charge should include the following:

- Announce the expectations of the hiring authority
- Define specific responsibilities delegated to the committee
- Create an open and respectful environment among committee members and with candidates interviewed
- Evaluate candidates fairly on the criteria advertised in the position announcement
- Warn all committee members to refrain from any conduct, whether in committee meetings or otherwise, that could constitute, or give the appearance of, an inappropriate bias that could improperly influence the committee's perception and evaluation of the candidates
- Maintain confidentiality about search committee proceedings and candidate information

Composition:

- Committee membership should reflect the mission and vision of the UGA community
- Hiring authority should not be a member of the Committee
- Committee members should have adequate time to devote to the process

Position Announcement:

The position announcement may be provided to the committee as part of its charge, or the committee may be charged to draft the position announcement for approval of the hiring authority. The position announcement provides the committee with a basis for evaluating individual candidates.

The position announcement should:

- Identify the duties assigned to the position under consideration
- Identify the skills required to perform the duties assigned
- Specify the qualifications required or preferred
- Specify the education, degrees, and/or training required or preferred
- Identify any atypical conditions of employment, if any
- Provide application instructions
- Specify any deadlines

Increasing the Candidate Pool:

- Discuss early in the recruitment process the importance of attracting as large a pool of qualified candidates as possible
- Understand the best candidates may not come independently
- Proactively contact potential candidates by phone, email, or letters
- Consult colleagues for additional contacts
- Where appropriate, recruit qualified candidates outside of academe

Screening Candidates:

- Develop criteria for evaluating candidates and apply them consistently to all candidates
- Periodically evaluate your criteria and their implementation
- Ensure the same information is available for all candidates when it is used in screening, even if additional contact with the candidate is required to gather the information
- Unless specifically prohibited in the charge, openly discuss biases and assumptions, and consciously strive to minimize their influence on the evaluation of candidates
- Be able to objectively defend every decision for rejecting or retaining a candidate
- Review any unit and/or university strategic and staffing plans that indicate expectations for programs
- Ensure information gathered by committee members through informal or personal affiliations is cleared and verified by the chair before the information is shared with the full committee

Interviews:
- Be aware of inappropriate topics that should be avoided:
  - Race, color, religion, sex, national origin, disability, gender identity, age, sexual orientation, or protected veteran status
  - Marital and family status – including pregnancy and childcare issues
  - Height or weight (unless this information is demonstrably job-related)
  - Friends or relatives working for this institution (preference for friends or relatives of present employees could restrict opportunities for women or minorities)
  - Arrests and convictions
  - Political views
  - Financial data
  - Organization membership or affiliations, except those professional organizations and affiliations related to and/or required for the position
  - Any inquiry into the candidate's place of residence
- Prepare an information package with information on the area, the university, and the unit
- Be reminded that the interview process continues throughout the candidate's visit, including social gatherings

Third-Party Search:
- When a search firm (third party) is engaged to search for the university, the hiring manager is responsible for confirming the following:
  - The University policy and guidance have been provided to the third party
  - Training content is provided to the search firm and the consultants engaged in the search (email pep@uga.edu to receive the materials)
  - All postings and advertisements are reviewed and confirmed to be compliant with the university requirements by UHR/OFA
  - Screening of candidates is compliant with the policy and guidance
- The hiring manager must follow all guidance in the university policies on recruiting and recruitment training. The hiring manager will ensure that the search committee is trained and provides guidance

V. Preparing materials for the first search committee meeting

Processes at this stage
- The hiring authority will charge the search committee to actively recruit as large a pool of qualified candidates as possible, and to evaluate the pool with a rubric that assesses the candidates' skills and achievements.
- The hiring authority will ask for confidentiality in the search process.
- **REQUIRED**: All faculty, staff, and students interacting with faculty candidates will be provided with the Appendix C Interviewer Inquiry Guide (i.e., a list of what they cannot ask about due to legal constraints).
- Substitutes or proxies will not be allowed to participate in any search committee meetings.

Action Steps and Resources
1. **Hiring Authority's Charge.** A template outline of talking points for the charge meeting is posted in the Human Resources section of the College's website, can be found in Appendix A below, and is posted in the eLC site for Faculty Search Committee Training. Please note that much of this document is editable, and most of the talking points are simply recommendations rather than requirements. However, it is required that the hiring authority convey that the Interviewer Inquiry Guide be utilized. It is strongly recommended that the hiring authority notify committees that they should:
   A. Actively recruit as large a pool of qualified candidates as possible
   B. Evaluate the pool in an evidence-based manner focused on the candidates' skills and achievements
   C. Maintain candidate confidentiality.
   Active recruitment involves emailing and calling experts in the field who can nominate candidates, as well as emailing and calling qualified candidates to encourage them to apply for the position.
2. **Search Timeline.** A timeline generator is posted in the Human Resources section of the College's website, can be found in Appendix B below, and is posted in the eLC site for Faculty Search Committee Training to help the committee chair prepare a timeline for all major search events and deadlines. It is recommended it be used before the first committee meeting to develop a search schedule, so committee members can plan effectively and hold key dates on their calendars.

3. **Interviewer inquiry guide.** The Interviewer inquiry guide is posted in the Human Resources section of the College's website, can be found in Appendix C below, and is posted in the eLC site for Faculty Search Committee Training. This guide is **required**. It should be downloaded, printed out, and given to all committee members at the charge meeting. It will help ensure that they remain on firm footing, not only in formal interview settings, but also in casual conversations with candidates throughout the recruiting process and campus interviews. There should be a brief review of its contents at the meeting, with an emphasis on these two tips:
   A. **Tip One:** Only ask questions that relate to the person's ability to do the job.
   B. **Tip Two:** Remember you are always interviewing; even in between meetings, while escorting candidates on campus, and during meals. Follow the Interviewer Inquiry Guide
4. **Send a copy of the final position announcement draft to the CoP (College of Pharmacy) HR Manager before the position is submitted in the UGAJobs system for review and concurrence by the Office of Faculty Affairs before publication.** The language used for position announcements for external job boards must go through the UGAJobs system for approval before the announcement can be posted on any job boards.

VI. Create a candidate evaluation rubric and screen candidates.

Processes at this stage

▪ Before beginning candidate evaluation, the search committee will create a single evaluation rubric based on the required and desired attributes of the successful candidate. A copy of the rubric should be sent to the hiring authority before it is used to screen applicants. The committee will systematically apply this rubric when making evidence-based decisions about the recommended list of finalists. This list and the rubrics completed by the committee at its screening meeting will be sent to the hiring authority before interview invitations are extended.

Action Steps and Resources

1. **Create a rubric**. Sample rubrics are posted in the Human Resources section of the College's website, can be found in Appendix D and E below, and are posted in the eLC site for Faculty Search Committee Training. The key characteristics and competencies for each committee's rubric will need to be **customized** based on the hiring authority's charge and the position description. There also should be some discussion before use to determine how each category will be weighted, if at all, as well as what determines the differences between "Evidence, Limited Evidence, and No Evidence."
   Two sample rubrics are posted:
   a. **Individual Rubric**: includes recommended instructions for use by individual committee members. Every committee member should use an individual rubric while evaluating each candidate, in advance of the committee meeting at which recommended finalists will be selected.
   b. **Committee Rubric**: includes recommended instructions for use by the committee when it is evaluating candidates at a committee meeting to determine recommended semi-finalists or finalists.
2. **Conduct a two-part screening meeting**.
   a. **Part One (generate a "long list"):** Committee members may wish to generate a "long list" of candidates as a first step in the screening meeting. This is a recommended step, not required. The purpose of this segment of the meeting is to shorten the list of candidates to those who are viable to streamline committee discussions on which candidates to interview. If this approach is used, the search committee chair should ask all committee members to come to the meeting with a list of their top candidates (top 8, for example). Instructions for collecting this information and using it as a basis for discussion are included in the Long List Tracker spreadsheet posted in the Human Resources section of the College's website, can be found in Appendix F below, and is posted in the eLC site for Faculty Search Committee Training.
   b. **Part Two (candidate discussions): This is when rubrics should be used to compare key competencies.** It is important to note that the vote count in the "long list" discussion holds no official relevance; it is meant only as a catalyst for discussion. Committee members should have the opportunity to publicly advocate for any candidate. The committee should use the "committee" version of the rubric posted in the Human Resources section of the College's website, can be found in Appendix E below, and is posted in the eLC site for Faculty Search Committee Training to systematically evaluate all candidates who received one or more votes as a group.

c. **Note regarding international applicants:** The Department of Labor requires international applicants without an existing work permit to meet *all required and preferred attributes for the position* to obtain an employment visa.

3. **Present rubrics to Hiring Authority**. Please see the Recruitment and Screening Summary Instructions for detailed instructions on this process for sharing committee recommendations with the hiring authority.

VII.   Active recruitment

<u>Processes at this stage</u>
- The search committee will engage in active recruitment of as large a pool of qualified candidates as possible, e.g., members will identify where to advertise the position by posting on sites in addition to UGAJobs and discuss how to encourage qualified candidates to apply.

<u>Action Steps – led by Search Chair - and Resource Materials</u>
At the first committee meeting, or at a second meeting, shortly after the position announcement is posted:
1. **Ask the committee and other internal faculty for nominees or subject matter experts in the field.** The identification of top prospects in the field as nominees is a key component of successful active recruitment. Subject matter experts – luminaries and leaders in the field – may not be interested themselves (*though they often are*) but will be able to recommend other strong prospective candidates.
2. **Work with the CoP HR Manager and the unit's Business Manager to assist with tailoring recruiting efforts using external job boards and organizations/groups for target populations.** The Active Recruiting Strategies and Advertising Suggestions document is posted in the Human Resources section of the College's website, can be found in Appendix K below, and is posted in the eLC site for Faculty Search Committee Training to help the committee with these efforts.
3. **In addition to commonly used job postings (i.e., Chronicles, Inside Higher Ed, UGA Jobs, etc.), the committee should consider ways to reach potential candidates through social media accounts.** Encourage others to highlight the posting on their personal professional accounts (i.e., LinkedIn). The posting will also be shared on the College's social media accounts (i.e., LinkedIn, Facebook, etc.). Contact the College's HR Manager if there is specific wording needed for the advertisement.
4. **If possible, consider posting positions longer than the typical 2-3 months to assure exposure**
5. **Ask the committee to identify schools/colleges/programs likely to have qualified candidates in the desired field.** The identification of programs with qualified candidates will help you develop a list of prospective candidates. A list of all faculty, including their email/phone contact information, is normally included on the institution's website. Ask a few committee members to visit these websites and collect the names of potential candidates and subject matter experts. They should search for anyone in roles comparable to the position for which you are searching, or in up-and-coming roles.
6. **Develop a shared list of prospective candidates and experts.** A candidate tracking template is posted in the Human Resources section of the College's website, can be found in Appendix G below, and is posted in the eLC site for Faculty Search Committee Training. It can be used to develop this list and keep track of the committee's progress in reaching out to candidates/experts. This list can be developed by the committee members or the administrative support team members. Saving this spreadsheet in OneDrive or as a Google doc will allow the committee to update a single file and track its collective progress. Once a list of prospective candidates has been developed, committee members may wish to split up the list amongst the committee members to balance the workload of emails and phone calls (details below), and to avoid contacting the same candidate more than once.
7. **Actively reach out to candidates.** Reaching out to candidates first by email, then by phone, is recommended. This "active" outreach is a key step in the development of a strong candidate pool, as the best prospective candidates are often not those who are actively searching for a new position. Simply put, we cannot afford to wait for the best candidates to come to us. **Email templates and phone scripts** developed to support your active recruitment are posted in the Human Resources section of the College's website, provided below in Appendix H, I, and J, and are posted on the eLC site for Faculty Search Committee Training. Keep in mind these are just suggestions, to help you get started, rather than mandatory verbiage.
   <u>Things to keep in mind when reaching out to candidates</u>
   o The message is a "soft message," an invitation for prospective candidates to take a closer look at our opportunity. It is not a "cold call" but rather a collegial message to *personally* reach out to

esteemed individuals in the field to ask for their consideration and encourage their nominations or applications.

- o If our opportunity is not of interest to a potential candidate, the secondary purpose of our call is to ask for their thoughts on others who may be strong nominees or subject matter experts.
- o It is important to avoid any questions that do not relate to a candidate's ***ability to do the job*** (see Interviewer Inquiry Guide)

VIII. Recruitment & Screening Summary Instructions

<u>Processes at this stage</u>

The hiring authority will review the committee's recruitment and screening efforts, as well as the resulting applicant pool and finalist list, before interview invitations are extended. The hiring authority will require the committee to revisit any of the preceding steps if concerns about the qualifications of the finalists emerge.

<u>Action Steps and Resources for Search Chair</u>

1. **Present a recruitment summary to the Hiring Authority.** The search chair should use the **Recruitment Summary for Hiring Authority Form** to summarize the committee's active recruitment and screening efforts. This will require committee collaboration. The form is posted in the Human Resources section of the College's website, can be found in Appendix L below, and is posted in the eLC site for Faculty Search Committee Training. You will need to:
   - ❑ Complete the Recruitment Summary for Hiring Authority Form
   - ❑ Attach 4 things:
     - The rubric created by the committee for the search
     - A summary of the committee's evaluation of each candidate **discussed by the search committee**, using either of the following options:
       - i. Recommended option – A copy of the rubric completed by the committee for each candidate (see Committee Sample Rubric).
       - ii. Alternative option - A brief narrative of each candidate's qualifications as compared to the rubric.
     - The Faulty Job Applicant Disposition Worksheet, posted in the Human Resources section of the College's website, is in Appendix N below, which lists all applicants by name. Indicate which applicants meet the minimum qualifications for the position, if they were interviewed or not, if they were interviewed once or twice if they were interviewed, a reason if they met the minimums but were not interviewed, if they were offered the job or not, why they were not hired if they were interviewed, and why they declined the offer if one was provided. All other candidates should be assigned a UGAJobs Action Reason Code at this time.
       - i. Each candidate not recommended for an interview should be assigned a reason that most closely corresponds with the reason they are not recommended for an interview. Provide the College's HR Manager with the Faculty Job Applicant Disposition Worksheet, indicating how far each of the candidates went in the recruitment process. Applicants selected for interviews should be assigned a code later, upon completion of interviews.
       - ii. Action Reason Codes should be recorded during or shortly after the committee has held its screening meeting to capture details at the time these recommendations were made.
2. **Destroy rubrics completed by individual committee members once** the Hiring Authority has approved interview invitations.
3. **Invite selected candidates for interviews.**
4. **After interviews are complete, update the Faculty Job Applicant Disposition Worksheet and provide a copy to the College's HR Manager.**

Appendix A
Search Committee Charge Meeting
Search Name

Hiring Authority Name – Opening Remarks and Charge

Opening Remarks –
- o Short introductions all around
- o Thank members for their willingness to serve

Search Instructions –
- o Position importance – Discuss the importance of the position and candidate qualifications deemed important for success.
  - ▪ Key characteristic/competency #1
  - ▪ Key characteristic/competency #2
  - ▪ Key characteristic/competency #3
  - ▪ Etc.
- o This is going to be a national search.
- o Active recruitment
  - ▪ Indicate that as large a pool of qualified candidates as possible is desired and that active recruitment of applicants for this position is expected. If applicable, the search chair should be prepared to explain why specific candidates were not included among the committee's recommended interviewees.
- o Evidence-based evaluation
  - ▪ Ask that all candidates be considered fairly and systematically, based on the criteria defined by the position announcement.
  - ▪ To achieve this, committee members should evaluate the candidates with the use of a rubric, created by the search committee, before any applicant review begins. The rubric should include the required and preferred attributes described in the position announcement.
  - ▪ Candidate screening should be compliant with all applicable laws and policies regarding non-discrimination based on race, color, religion, sex, national origin, disability, gender identity, age, sexual orientation, or protected veteran status.
- o Confidentiality - Confidentiality in the search process
  - ▪ Ask that they respect the wishes of the candidates and keep candidate names confidential until the appropriate time. They should not solicit information concerning candidates from any source, including trusted friends or colleagues, before referencing has begun, and only then from individuals that the candidate has approved as references, to avoid the potential for bias. A confidentiality breach before the campus visits could prove very detrimental to the process.
- o Proxies or substitutes - Ask that search committee members not send proxies or substitutes to meetings, because they have missed the charge meeting and search committee training.
- o Position announcement –
  - ▪ Today, there will be an opportunity to briefly review the position announcement. This review will be primarily for errors and omissions, rather than a full rewrite.
  - ▪ OR, if the committee writes the position description, describe this responsibility, whether you want to review it before submission to UGAJobs, and emphasize what qualifications should be listed as "required" in the announcement.
- o Opportunity profile - An "Opportunity Profile" document will be developed to share with prospective candidates. This promotional material will afford us a chance to communicate in more

==detail about the position than we have room to share in the job announcement. The committee will also be asked for feedback on this document.==

- o Feedback - A feedback form will be made available to the University community participating in this process to provide me with their views on the finalists. That feedback will come directly to me for review.

- o Committee questions – Allot some time at the meeting for questions regarding the search process. After this meeting, if they have questions or comments regarding the search process, they should contact the search chair.

Advancing Candidates

- o ==First-round interview selection (if a 2-step interview process is likely)==
    - ▪ Ask the Chair to notify you of the candidates recommended by the committee for first-round interviews, before extending any interview invitations. The Chair should use the Faculty Search Recruitment Summary Form and completed rubrics to communicate these recommendations to you. After your review, invitations can go forward. If active recruitment has been insufficient, then the search should be extended.
    - ▪ ==Expected number of semi-finalists: approximately 8.==
- o ==On-Campus Interview Selection==
    - ▪ Request that the committee's unranked recommendations come to you through the Chair.
        - • ==If first-round interviews were not conducted,== the Chair should use the Faculty Search Recruitment Summary Form to communicate these recommendations to you. If active recruitment has been insufficient, then the search should be extended.
        - • ==If first-round interviews were conducted,== the Chair should provide you with updated rubrics for the interviewed candidates.
    - ▪ After your review, invitations for on-campus interviews will go forward.
    - ▪ ==Expected number of finalists: 4 with 1 alternate.==
- o ==Deliberation Meeting by the Search Committee==
    - ▪ ==After all candidates have come to campus, I will ask the committee to convene one final time to share their individual thoughts on strengths and concerns for each finalist. I will join in the last 30 minutes of this meeting. Again, this should not include a ranking or acceptable/unacceptable designation. Your feedback will speak to these sentiments adequately.==
    - ▪ ==You were each chosen for a reason. In this meeting, I am looking for your individual opinions, rather than opinions of any constituent groups you may represent. Others will have the chance to fill out feedback forms to express their opinions.==

Wrapping Up

- o Timeline
    - ▪ Official date calling for applications – Soft Close date of ==xxx==
    - ▪ Expected start date of candidate ==xxx==
- o Search chair
    - ▪ The hiring authority will turn the meeting over to the chair and exit. The search chair will then outline the process in more detail for the committee, including an introduction to active recruitment tools, development of the search rubric, and dates for candidate screening and interviews.

Appendix B

The University of Georgia

Summary: this tool is designed to give an estimated search timeline from launch to completion. Please note that days of the week may not be precise, but should give the user a rough idea of the dates for each step in the process.

Instructions: please fill out the inputs cells (in green below). Historically, searches with 60 recruiting days or more have shown the highest probability of a successful outcome.

Timeline Inputs	Date
First Committee Meeting	9/2/20
# of Recruiting Business Days Desired	40

Timeline	Estimated Date	Meeting Details
First Committee Meeting	9/2/20	Hiring authority delivers charge to the committee. Committee discusses search process.
Approval of Position Announcement	9/4/20	Approved by EOO other approval process as dictated by the position.
Position Soft Close	11/1/20	Request for application materials to be in by at this date at the latest.
Long List Meeting	11/5/20	Committee convenes to discuss applicants and recommend semi-finalists.
First Round Interviews (Day One)	11/19/20	Two weeks allotted to coordinate candidate schedules, as well as travel or video conferencing
First Round Interviews (Day Two)	11/20/20	Assumes two days are necessary (generally 4-5 interviews/day are feasible w/ deliberation).
Recommendation Meeting	11/21/20	Recommended finalists are presented to Hiring Authority.
Second Round Interviews (Candidate 1)	12/5/20	May include this day and the next depending on length of Round Two interviews.
Second Round Interviews (Candidate 2)	12/7/20	May include this day and the next depending on length of Round Two interviews.
Second Round Interviews (Candidate 3)	12/12/20	May include this day and the next depending on length of Round Two interviews.
Second Round Interviews (Candidate 4)	12/14/20	May include this day and the next depending on length of Round Two interviews.
Final Deliberation Meeting	12/16/20	Committee convenes to present strengths/concerns for each candidate to Hiring Authority.

Appendix C

Interviewer Inquiry Guide

*Tip One: Only ask questions that relate to the person's ability to do the job.
*Tip Two: Remember you are always interviewing; in between meetings, while escorting candidates on campus, and during meals.

1. Name
- **Permissible Interview Inquiries**

"Have you worked for this company under a different name?" "Is any additional information relative to the change of name, use of an assumed name, or nickname necessary to enable a check on your work and educational record? If yes, explain."
- **Impermissible Interview Inquiries**

Inquiries about the name that would indicate the applicant's lineage, ancestry, national origin, or descent. Inquiry into the previous name of the applicant, where it has been changed by court order or otherwise. "Indicate Miss, Mrs., Ms."

2. Family Status
- **Permissible Interview Inquiries**

Whether an applicant can meet specified work schedules and work attendance requirements.
- **Impermissible Interview Inquiries**

Any inquiry indicating whether an applicant is married, single, divorced, engaged, etc. Number and age of children. Information on child-care arrangements. Any questions concerning pregnancy.

3. Age
- **Permissible Interview Inquiries**

Ask the applicant if less than 18 years of age. If a minor, proof of age in the form of a work permit or a certificate of age is required. Require proof of age by birth certificate after being hired.
- **Impermissible Interview Inquiries**

A requirement that the applicant state their age or date of birth. A requirement that the applicant produce proof of age, such as a birth certificate or baptismal record. The Age Discrimination in Employment Act of 1967 forbids discrimination against persons over 40.

4. Disabilities
- **Permissible Interview Inquiries**

For employers subject to the provisions of the Americans with Disabilities Act of 1990 and the Rehabilitation Act of 1973, applicants will be 'invited' to self-identify. All applicants can be asked if they can perform the job's essential duties with or without accommodation.
- **Impermissible Interview Inquiries**

The Americans with Disabilities Act of 1990 and the Rehabilitation Act of 1973 forbids employers from asking job applicants broad questions about whether they have a disability or asking them about the nature and severity of their disability. Except in cases where undue hardship can be proven, employers must make "reasonable accommodations" for the physical and mental limitations of an employee or applicant.

5. Gender, Gender Identity, and Sexual Orientation
- **Permissible Interview Inquiries**

Inquiry as to gender or restriction of employment to one gender is permissible only where a Bona Fide Occupational Qualification exists. (This BFOQ exception is interpreted very narrowly.) The burden of proof rests on the employer to prove that a BFOQ is necessary.
- **Impermissible Interview Inquiries**

Gender, gender identity, or sexual orientation of the applicant. Any other inquiry that would indicate gender, gender identity, or sexual orientation. Without a BFOQ, the preceding cannot be used as a factor for determining whether an applicant is qualified. Avoid questions concerning the applicant's height or weight unless you can prove they are requirements for the job to be performed.

6. Race or Color
- **Permissible Interview Inquiries**

No interview inquiry is permitted.
- **Impermissible Interview Inquiries**

Applicant's race, color of the applicant's skin, eyes, hair, or other questions are directly or indirectly related.

7. Address
- **Permissible Interview Inquiries**

Applicant's address. Inquiry into place and length of current and previous address, e.g., "How long a resident of this state or city?"
- **Impermissible Interview Inquiries**

Specific inquiry into foreign addresses that would indicate national origin. Names or relationships of persons with whom the applicant resides. Whether the applicant owns or rents a home.

8. Birthplace
- **Permissible Interview Inquiries**

No interview inquiry is permitted.
- **Impermissible Interview Inquiries**

Birthplace of applicant. Birthplace of applicant's parents, spouse, or other relatives. Requirement that applicant submit a birth certificate or naturalization or baptismal record before employment. Any other inquiry into national origin.

9. Religion
- **Permissible Interview Inquiries**

An applicant may be advised concerning the normal hours and days of work required by the job. (Employers are required to make reasonable accommodations for religious purposes.)
- **Impermissible Interview Inquiries**

Applicant's religious denomination or affiliation, church, parish, pastor, or religious holidays observed. Applicants may not be told that any religious groups are required to work on their religious holidays. Any inquiry to indicate or identify religious denominations or customs.

10. Military Record
- **Permissible Interview Inquiries**

Type of education and experience in service as it relates to a particular job.
- **Impermissible Interview Inquiries**

Type of discharge.

11. Photograph
- **Permissible Interview Inquiries**

Indicate that this may be required after hiring for identification.
- **Impermissible Interview Inquiries**

Requirement that the applicant affix a photograph to his or her application. Request that the applicant, at his or her option, submit a photograph. Requirement of a photograph after the interview, but before hiring.

12. Citizenship NOTE: If you ask this question of one candidate, you must ask it of all candidates.
- **Permissible Interview Inquiries**

"Are you legally authorized to work in the U.S. on a full-time or permanent basis?"
- **Impermissible Interview Inquiries**

"Of what country are you a citizen?" Whether the applicant, their parents, or spouse are naturalized or native-born U.S. citizen.

13. National Origin
- **Permissible Interview Inquiries**

Language applicant reads, speaks, or writes fluently. (If another language is necessary to perform the job.)
- **Impermissible Interview Inquiries**

Inquiries into the national origin or birthplace of the applicant or the applicant's parents, or spouse. Inquiries into the applicant's lineage, ancestry, descent, parentage, native language, or nationality.

14. Education
- **Permissible Interview Inquiries**

Applicant's academic, vocational, or professional education school attended. Inquiry into language skills such as reading, speaking, and writing foreign languages.
- **Impermissible Interview Inquiries**

Any inquiry asking specifically about the nationality, racial affiliations, or religious affiliations of a school. Inquiry as to how foreign language ability was acquired.

15. Experience

- **Permissible Interview Inquiries**

Applicant's work experience, including names and addresses of previous employers, dates of employment, reasons for leaving, and salary history.

- **Impermissible Interview Inquiries**

None.

16. Criminal Record

- **Permissible Interview Inquiries**

Inquiry into actual convictions that relate to fitness to perform a job.

- **Impermissible Interview Inquiries**

Any inquiry relating to arrests only.

17. Relatives

- **Permissible Interview Inquiries**

Names of the applicant's relatives already employed by this company. Name and addresses of parents or guardians of minor applicant.

- **Impermissible Interview Inquiries**

Name or address of any relative of the adult applicant, other than those employed by the company.

18. Notice in Case of Emergency

- **Permissible Interview Inquiries**

Name and address of persons to be notified in case of accident or emergency. (OK to ask after hire.)

- **Impermissible Interview Inquiries**

Name and address of relatives to be notified in case of accident or emergency.

19. Organizations **NOTE: Even if a candidate discloses this information, do not ask any further questions**
about it. You are permitted to answer their questions.

- **Permissible Interview Inquiries**

Inquiry into the organizations of which an applicant is a member, providing the name or character of the organization does not reveal the membership's race, religion, color, or ancestry. "List all professional organizations to which you belong. What offices are held?"

- **Impermissible Interview Inquiries**

"List all organizations, clubs, societies, and lodges to which you belong." The names of organizations to which the applicant belongs, if such information would indicate through character or name the race, religion, color, or ancestry of the membership.

20. References

- **Permissible Interview Inquiries**

By whom were you referred for a position here? Names of people willing to provide professional and/or character references for applicants.

- **Impermissible Interview Inquiries**

Require the submission of a religious reference. Request references from the applicant's pastor.

21. Miscellaneous

- **Permissible Interview Inquiries**

Notice to applicants that any misstatements or omissions of material facts in the application may be cause for disqualification or dismissal if hired.

Any inquiry should be avoided that, although not specifically listed among the above, is designed to elicit information as to race, color, ancestry, age, gender, gender identity, sexual orientation, religion, disability, or arrest and court record unless based upon a bona fide occupational qualification.

✓This list is provided as a general guideline. The list of prohibited interview inquiries, although not all-inclusive, represents the major areas of applicant inquiry.

✓Under certain conditions, some information normally prohibited from pre-employment inquiry may be collected for legal, security, and/or government record-keeping requirements, and may be obtained after the applicant has been hired.

Appendix D
SAMPLE CANDIDATE EVALUATION RUBRIC - INDIVIDUAL USE

Before use, this sample rubric should be changed to meet each search committee's needs, as defined by the charge meeting and position description. The attributes listed below are examples considered likely to be of interest in many tenure-track searches. Items may be re-ordered, added, subtracted, or modified to customize this tool for a given search.

Position Title/Posting
Number_____

Recommendations for individual use before meeting as a group

1. Before the meeting at which the committee will discuss recommended semi-finalists or finalists, the committee members should systematically evaluate each candidate using the agreed-upon rubric. The rubric should focus on the required and desired characteristics for this position. The committee should agree in advance on the relative importance of each attribute in the rubric, if they are not all weighted equally.
2. Members should come to the committee meeting prepared to share completed rubrics for each recommended candidate.
3. Any printed or electronic copies of these rubrics should be destroyed after finalists are selected.

Key characteristics and competencies based on the committee's charge and the position description	Candidate 1			
	Evidence	Limited Evidence	No Evidence	Notes
General attributes for this position				
REQUIRED ATTRIBUTES				
A Ph.D., or equivalent terminal degree in a related discipline				
Engaging and clear communication skills, both oral and written				
Demonstrated ability to interact effectively with faculty, students, and administrators				
PREFERRED ATTRIBUTES				
Ability to lead projects related to teaching, research, and service				
Exhibits a positive attitude under stress				
Exhibits openness to differences in opinion, approach, or perspective				
Evidence of, or Potential for Outstanding Research/Scholarship/Creative Work				
REQUIRED ACHIEVEMENTS/COMPETENCIES				
Produced high-quality publications/creative work				
Raised external funds successfully				
Demonstrates clear understanding and ability in appropriate research methods				
Clear plan for future work				
Creative/high-impact plan for future work				
PREFERRED ATTRIBUTES				

Reasonable funding plan for future work				
Future work plan fits with departmental interests				
Future work plan fits with campus-wide initiatives				
Potential for meaningful on-campus collaborations				
Evidence of, or Potential for, Outstanding Teaching				
REQUIRED ACHIEVEMENTS				
High-quality teaching experience				
Significant quantity of teaching experience				
Successful mentoring experience				
PREFERRED ATTRIBUTES				
Strong interest in students				
Effective statement on teaching interests/abilities				
Instructional expertise fits departmental needs				
Analysis of Reference Letters (if available)				
Writers know the candidate and his/her/their work well				
Writers' assessments apply to this position				
Writers provide a strong endorsement of the candidate				
Writers are themselves accomplished academics				
UGAJOBs Action Reason CODE				

Appendix E
SAMPLE CANDIDATE EVALUATION - COMMITTEE USE
The content of this rubric should be the same as the individual rubric; the committee will just use it differently.

Position Title/Posting
Number_____

Recommendations for use in search committee meetings:

1. Go around the room, allowing each committee member to express an opinion as to the level of evidence for each required/desired characteristic or competency in the position description.
2. Denote each committee member's opinion with an "X" in the applicable field. The example below represents a partially completed form from a six-person committee.
3. The search chair can then print copies of each rubric for the hiring authority's review. You should discard any printed or electronic copies after this review.

Key characteristics and competencies based on the committee's charge and the position description	Candidate 1			
	Evidence	Limited Evidence	No Evidence	Notes
General attributes for this position				
REQUIRED ATTRIBUTES				
A Ph.D., or equivalent terminal degree in a related discipline	XXXXXX			
Engaging and clear communication skills, both oral and written	XXX	XXX		
Demonstrated ability to interact effectively with faculty, students, and administrators		XX	XXXX	
PREFERRED ATTRIBUTES				
Ability to lead projects related to teaching, research, and service	XX	XXXX		
Exhibits a positive attitude under stress		X	XXXXX	
Exhibits openness to differences in opinion, approach, or perspective				
Evidence of, or Potential for Outstanding Research/Scholarship/Creative Work				
REQUIRED ACHIEVEMENTS/COMPETENCIES				
Produced high-quality publications/creative work				
Raised external funds successfully				
Demonstrates clear understanding and ability in appropriate research methods				
Clear plan for future work				
Creative/high-impact plan for future work				

PREFERRED ATTRIBUTES				
Reasonable funding plan for future work				
Future work plan fits with departmental interests				
Future work plan fits with campus-wide initiatives				
Potential for meaningful on-campus collaborations				
Evidence of, or Potential for, Outstanding Teaching				
REQUIRED ACHIEVEMENTS				
High-quality teaching experience				
Significant quantity of teaching experience				
Successful mentoring experience				
PREFERRED ATTRIBUTES				
Strong interest in students				
Effective statement on teaching interests/abilities				
Instructional expertise fits departmental needs				
Analysis of Reference Letters (if available)				
Writers know the candidate and his/her/their work well				
Writers' assessments apply to this position				
Writers provide a strong endorsement of the candidate				
Writers are themselves accomplished academics				
FACULTYJOB CODE				XX

Appendix F
<u>Instructions for recommended use</u>

1. Before the meeting, populate the first two columns with the names of all candidates. Populate the committee member names across the top.

2. When the committee convenes, go around the room asking each member for the names of his/her top candidates, and enter an X in the appropriate cells. Samples are marked in green.

3. When all committee members have reported, sort by the "Tally" column (highlight all rows of candidate names, click the "data" tab, then select the "AZ" icon)

4. This vote count does not hold any weight; it serves only as a catalyst for discussion. Committee members should have the opportunity to publicly advocate for any candidate.

5. You may wish to discard any electronic or printed copies of this document after your meeting.

Candidate first Name	Candidate Last Name	Committee Member 1	Committee Member 2	Committee Member 3
		x	x	
			x	
		x		
		x	x	
				x
				x
		x	x	x
		4	4	3

Appendix G
Prospective Candidate Tracking - Instructions for recommended use

1. At the first committee meeting, identify (a) nominees, (b) subject matter experts, who in turn may recommend nominees, and (c) institutions from which potential strong candidates may be found.
2. Use the fields below to generate a list of prospective candidates (each section will need to be expanded as names are added). This can be done by committee members or administrative support team members.
3. You may wish to save this as a OneDrive or Google doc or split the list up and distribute it among committee members to reach out.
4. Once candidates have been contacted, you can indicate their level of interest (Candidate status) and/or any other valuable information for committee consideration (Comments).
5. Once these actively recruited candidates apply, you can cut and paste them over to the "Applicants" tab.

Candidate status - not interested /considering/will apply/applied	Assigned to (committee member)	Name or Institution	Current Title	Current Employer	Email	Telephone	Date(s) and means of contact	Comments
		Nominees						
		Name						
		Subject Matter Experts						
		Name						
		Source Institutions in the field / other research	**Contact(s)**					

Dear Dr. X,

I hope your (spring/summer/fall) term is off to a great start in (home city) and that this message finds you well. As you may have seen, the University of Georgia is currently searching for a (position title). I invite you to look at the position announcement attached here for your reference.

If your schedule allows, I would like to speak with you about this opportunity. Please tell me if (and when) you will have time for a brief conversation in the next few days, and I will be happy to call you at a convenient time.

I appreciate your consideration of this critical position at the University of Georgia, and I look forward to hearing from you.

Sincerely,

(insert Name)

--

(Insert Signature)

Appendix I
Example First Conversation After Email

Initial/first contact conversation talking points:

- "Hello Dr./Professor X, this is (your name) at the University of Georgia. Do you have a minute to talk? I am serving on the search committee for the (position title) here at UGA, and I am calling to follow up on some information I sent you about this position. Did you receive the position announcement?"
  - <mark>If yes –</mark> "Oh great, I know that sometimes emails can get caught in junk mail filters and I wanted to make sure that you are aware of this search…. (Pause in case they are ready to reply)

  - <mark>If no –</mark> "Oh, too bad. Would you like me to send you a copy or tell you more about the position?"
- Do you think this is a position that you might consider applying for?"

  - <mark>If yes</mark> – "Wonderful" … [**follow-up** comments/questions – choose 1 or 2]:
    - This is an exciting opportunity because…; or
    - This is a critical position for us because…; or
    - What we are looking for is someone who… (*edit as applicable to the position; drawing upon the position announcement and/or charge meeting*) …
    - "This is an exciting time in the College/department/unit and at UGA. We have a lot of wonderful things going on in several areas…"
      - Highlight prominent faculty/programs/initiatives, etc.
    - Do you have any questions about the position, the University, or Athens that I can try to answer for you?

  - <mark>If no –</mark>

    - "I certainly understand, and I am glad to hear that you are happy where you are…"
    - <mark>If conversation is going well:</mark> "Since you are not interested in this position, is there anyone you would like to nominate for it? Someone who you think would be a good fit for it?"
- To close the call: "Well, again, we appreciate you taking the time to review the information and to talk with me today. I hope you have a successful semester/academic year there at [X University]."

Frequent questions and responses:

- **What is the salary range?** – "Unfortunately, I do not have a specific salary range to share as we are conducting a nationwide search, but I know that we will be quite competitive. We are a public institution, and you are welcome to look at what faculty/staff/administrators have done in the past to get a sense of where we are/have been in that regard. [relevant website: http://www.open.georgia.gov] **Can you tell me what salary range would be attractive to you?**" [THE KEY IS TO FIND OUT WHAT THEIR EXPECTATIONS WOULD BE. THAT IS MOST IMPORTANT.]
- **Where did you get my name?** – "That is a great question. When we launched the search, we discussed top programs in the field, and we solicited nominations from a variety of campus faculty and administrators. We are now reaching out to those individuals, such as yourself, who we thought might be interested in at least being aware of our search. We did not assume that it was something in which you would be personally interested, so that is why I wanted to reach out to you to discuss it. I hope it is complimentary. <mark>If not already asked:</mark> Is it something that you might consider applying for?"
- **What does your timeline look like?** – "Our soft close date is (x date), but the search will remain open until filled." "The anticipated start date is (x date)."
- **[A question you do not know the answer to.]** "Unfortunately, *that* information has not been shared with me at this point. I am sure it will be part of the discussions later in the process. It is a great question though." [WORKS FOR PRETTY MUCH ANY QUESTION THAT IS BEYOND OUR SCOPE/UNDERSTANDING. AVOID SPECULATION!]

If you receive questions that you do not wish to answer immediately:

- "That is a great question, and one that may be best answered by the search committee as a whole or later in the search process. However, I will be happy to get as much information to you on the front end as I can. Would you like me to get back to you on this? More than anything, today I wanted to make sure you received our announcement and to see if you may be interested in learning a little more about our search…"

Appendix J
Example Missed Call Follow-up Email

Dr. X,

I am sorry I was unable to reach you when I called today. As you may have seen, we are currently searching for a (position title) at the University of Georgia. This is a particularly critical position here, and we are eager to develop a strong pool of qualified applicants. I have attached a copy of the position announcement for your reference.

If your schedule allows, I would like to briefly speak with you about this opportunity. Please let me know if (and when) you will have time for a brief conversation in the next few days, and I will be happy to call you at a mutually convenient time.

I look forward to speaking with you soon.

Sincerely,

(Insert Name)
--
(Insert Signature)

<div align="center">

Appendix K
<u>Active Recruiting Strategies and Resources</u>

</div>

Recruiting Strategies

General strategies	**Recruit and network on an ongoing basis** **Personal connections/networks** **Professional associations** – student award winners; poster sessions at conferences; student leaders in professional organizations, especially from universities that are not usually on the department radar

Advertising Locations

Office of Institutional Diversity at UGA	UGA's OID (Office of Institutional Diversity) has memberships with *Insight into Diversity*: Faculty jobs are automatically posted to Insight into Diversity. - American Association of Blacks in Higher Education: additional costs for posting. Contact OID to get posting here: diverse@uga.edu - American Association of Hispanics in Higher Education. Contact OID to get posting here: diverse@uga.edu
Online	Effective position postings use creative and intentional strategies to identify qualified applicants. Web advertising is often an effective and affordable means of reaching your target audience. A full list of available resources can be found at https://hr.uga.edu/Information_Directory/Recruiting_Resources/. Below is a list of a few that you will find on the site: - Association for Women in Science: awis.org - Blacks in Higher Education: https://www.blacksinhighered.com/ - Hispanic Outlook in Higher Education: https://www.hispanicoutlook.com/about-us/ - Military Hire: www.militaryhire.com - National Alliance of Black School Educators (NABSE): http://www.nabse.org/ - National Organization for the Professional Advancement of Black Chemists and Chemical Engineers (NOBCChE®, pronounced no-be-shay): https://www.nobcche.org/ - Women in Higher Education: www.wihe.com
Publications	**Chronicle of Higher Education** - UGA has an agreement with The Chronicle to post Faculty postings automatically on their site. **HigherEdJobs** - Posting a position to HigherEdJobs is not free, but this is another example of a platform you can use to expand your reach. If your posting matches keywords for job searchers on HigherEdJobs, they will automatically be notified of your posting. https://www.higheredjobs.com/products/singleposting.cfm **Inside Higher Education:** https://careers.insidehighered.com/

Appendix L
Faculty Search
RECRUITMENT & SCREENING SUMMARY FOR HIRING AUTHORITY

Position title: _____ **Hiring Unit:** _____

Person completing this form: _____

1. Number of search committee members/number who completed the Search Committee Training. _____/_____

2. Where was the position advertised?

3. Number of nominators contacted (not including committee members). Nominators refer to those who nominate candidates whom the committee may choose to contact as part of recruitment. _____

4. Number of job candidates contacted. _____

5. Describe the search committee's efforts to actively recruit candidates for this position.

6. Total number of applicants: _____

7. Number of applicants not meeting the position requirements: _____

8. Were any rubric criteria weighed more heavily than others? If so, which ones and how much?

9. Please confirm that you have completed and attached the following:

q Rubric

q Attach summary rubrics for all candidates who met the position requirements and who were discussed by the search committee at its screening meeting, **OR** a summary of all candidates discussed by the committee as compared to the rubric.

q A table listing all applicants with the appropriate UGAJobs Action Reason Code (see Recruitment and Screening Summary Instructions).

Appendix M
Information for Candidate Template

Dear NAME:

I am writing to confirm that your interview for the [POSITION] will take place on [DATE].

I will finalize your interview schedule in the next few days and send you a copy as soon as it is ready.

As you prepare for your interview and begin to consider moving to UGA and Athens more seriously, I want to let you know about some campus and community resources that might be of interest to you:

1. UGA provides an **overview of its benefits programs** for prospective faculty and staff here: https://hr.uga.edu/benefits-wellbeing/. In addition, you may speak with a UGA benefits counselor if you have any questions, for example, about transferring retirement benefits from your current institution. If you would like to call in advance of your visit, the phone number for UGA Human Resources is 706-542-2222.
2. UGA has a **Dual Career Assistance Program:**   https://hr.uga.edu/supervisors/dual-career-assistance-program/
3. **Athens is a wonderful place to live!** It is frequently cited as one of the best places in the USA for relocation and retirement. Here is a website that provides an overview of our community for visitors and newcomers: http://www.visitathensga.com/
4. **Athens' housing options are varied and affordable.** You can live in-town or on several acres of land and still have a short commute. There is a plethora of realtors in town. Just let me know if you would like to visit some open homes with a real estate agent, either before or after your on-campus interview, and I will set something up.

Please tell me if there are any other factors about the job, UGA, or Athens, which are likely to influence your interest in this position, especially if you want more information on these topics. We have left a [XX] min time slot open on your interview schedule on the [DATE], to add meetings with 1 or 2 individuals of particular interest to you. **Please tell me if you would like me to try to include one in your schedule.** And if meetings with UGA faculty or staff will not fill the bill, I can research such topics in advance of your visit to provide more information while you are here.

Sincerely,

Appendix N
Faculty Job Applicant Disposition Worksheet

Applicant Last Name	Applicant First Name	Did the individual meet the Minimum Qualifications?	Interviewed?	Interviewed once or twice?	If met the minimum qualifications & was not Interviewed, why?	Offered Job?	If interviewed & not hired, why?	If the job offer was declined, why?