

**Faculty Search Procedures**  
College of Journalism and Communications  
2017

The university has written criteria for the selection of full-time and part-time faculty and instructional staff that allow for shared participation of the affected faculty and units in the decision making process.

The university has developed detailed, written procedures that describe and guide the process for hiring new faculty. These are specified in the UF Faculty Toolkit <http://hr.ufl.edu/learn-grow/just-in-time-training/myufl-toolkits/faculty-search-committee/>, the Board of Trustees/United Faculty of Florida Collective Bargaining Agreement or Faculty Contract, Article 12, <http://www.uff-uf.org/wp-content/uploads/2012/09/2017-19-Collective-Bargaining-Agreement.pdf>, and UF's Regulations <http://regulations.ufl.edu/chapter7/7004.pdf>.

Whereas the focus of the Faculty Toolkit is proactive outreach to develop, interview, and hire from the best and most diverse pool, the goal of the Faculty Contract is to detail procedures that protect faculty members' rights and ensure that faculty input and shared governance procedures are part of the search and hiring processes.

**Procedures for Filling Vacancies**

1. Any vacancy for a position in the bargaining unit must be advertised through appropriate professional channels. Faculty members of lower or equivalent ranks and spouses/domestic partners of faculty members cannot be disadvantaged in the hiring process for that reason.
2. Each candidate interviewed for a job position in the bargaining unit must be provided with the URL addresses for the UF Board of Trustees and United Faculty of Florida Agreement and shall be advised, prior to the negotiation of the candidate's initial salary, how to access a listing of the salaries of faculty members in the department/unit, by rank and years of experience.
3. Faculty search committees composed of faculty members from the appropriate department are established by the department chair for all tenure-track faculty appointments and other faculty appointments as may be specified in the department's bylaws. No less than three-fourths of the committee's members shall be faculty members in the department. A faculty search committee may include all faculty members in the department.

**Faculty Search Committee's Review and Recommendation**

1. The faculty search committee receives applications, screens candidates, and makes recommendations for these appointment vacancies based upon the candidates' qualifications, competency, and other reasonable criteria and standards established by the

Trustees and appropriate for the discipline, provided that in no case such criteria and standards violate the Nondiscrimination article of the Faculty Contract.

2. The appropriate personnel secure reliable and detailed information on prospective candidates and reach decisions on their relative merits. Final candidates must receive information including title and nature of the position, salary, type of contract, basic assignment, primary emphasis of the department, normal instruction load and other duties, tenure and promotion status, requirements for tenure and promotion, salary increases, information on the University, and any other relevant information.
3. If practical, the candidates reaching the final stages of screening are invited to the campus for personal interviews with departmental faculty and appropriate officials.
4. After the screening and interview process has been completed, faculty members of the department vote by secret ballot to register their recommendations regarding the possible appointment of the candidates. The faculty search committee recommends to the chair for possible appointment those candidates, if any, that it deems acceptable and that have met the established standards, qualifications, competencies, and criteria appropriate to the discipline.

### **Chair's Recommendation**

1. Prior to making a recommendation to appoint a candidate for a faculty position, the chair meets with the other faculty members in the department to discuss the recommendations of the faculty search committee and makes the faculty's views known to the dean.
2. The chair recommends to the dean those candidates that the chair deems acceptable and that have met the established standards, qualifications, competencies, and criteria appropriate to the discipline. The chair also submits to the dean the faculty search committee's recommended candidates, if any, and the vote of the department faculty on the interviewed candidates.
3. The chair may make a recommendation different from the preferences of the faculty search committee or those reflected in the vote of the department faculty, provided that the chair does not recommend a candidate that the faculty as a whole has determined to be unacceptable.

### **Dean's Decision**

1. If the faculty search committee cannot make a recommendation pursuant to the guidelines above, or if the dean finds none of the recommended candidates acceptable, then the dean may ask the committee to consider additional candidates from the remaining pool of candidates.
2. The dean may ask the committee to consider additional candidates from the remaining pool of candidates. After receiving the recommendation(s) of the faculty search

committee, the input from the department faculty, and the chair's recommendation(s), the dean shall appoint the candidate that the dean deems is most qualified. The dean may appoint a candidate who is not recommended by the faculty only after obtaining the Provost's approval. The Provost or provost's office designee shall explain the decision to the faculty in a meeting.

### **Letter of Appointment**

The Letter of Appointment is the final official step covered in the Faculty Contract. The Letter of Appointment may include informational addenda reflecting negotiated agreements between the College and faculty member (i.e., travel and/or computer support) provided the addenda do not abridge the faculty member's rights or benefits provided by the Faculty Contract. Letter of Appointments in the College adhere to the Faculty Contract's requirements by including date; rank; name of department and college; length of the employment (faculty contracts are for one nine-month academic year whereas administrative appointments typically are 12-month, three year appointments); percent of full-time effort or FTE; salary; a statement that the position covered by the appointment is (1) tenured or permanent status, (2) eligible for tenure or permanent status, or (3) not eligible for tenure or permanent-status; the duties and responsibilities the faculty member may be assigned to perform in teaching, research, and service, or other assigned responsibilities; a brief explanation and description of the annual evaluative process and criteria used in personnel decisions as set forth in the BOT-UFF Collective Bargaining Agreement; a statement informing the faculty member of the obligation to report outside activity and conflict of interest under the provisions of Article 19 of the Collective Bargaining Agreement; and a statement that the faculty member's signature on the standard employment contract shall not be deemed a waiver of the right to process a grievance as articulated in Article 31 of the Faculty Contract that has to do with grievance procedures and arbitration.

### **Announcement of Position Vacancy and Creation of Search Committee**

All faculty positions must be announced on the University of Florida GatorJobs applicant tracking system, accessed through myUFL, unless the vacancy qualifies for an exemption. The dean or department chair chooses the search chair and committee members. The committee chair ensures that all committee members have completed the Online Search Tutorial before work begins. When the search is for a department chair or for a faculty position that involves multiple departments, the dean appoints the search committee and names the chair. For faculty positions that involve multiple departments, normally at least one faculty member from each of the possible departments is included on the search committee. The search committee drafts a list of questions to ask references and a list of questions to ask applicants during telephone interviews.

### **Preparation of Position Vacancy Announcement, Job Description, Affirmative Action Compliance and Advertisements**

The search committee chair, after consultation with the dean, submits a draft of the job description to the search committee for input and approval. The final version of the job description must be approved by the dean and posted by the College Coordinator of Human

Resources by late spring when there is advance knowledge of a fall search and as soon as possible otherwise. At the same time, the department chair, in consultation with the search committee, completes the relevant sections of the Affirmative Action Compliance Report. With an approved job description, the department chair creates advertisement(s) and a proposed listing of where to place the ads. The draft of the ad(s) and proposed listings are submitted for approval to the search committee or faculty at the same time the job description is approved. Listings must include publications read by minorities, women and other underserved groups, and the College website.

To increase the probability of identifying applicants from under-represented groups, the search committee chair solicits names from the entire faculty and other sources for the "List of Experts," which may include the names of five individuals who are or who know of women and five individuals who are or who know of minorities. The list may also include external professional contacts and personal or professional networks of existing faculty, alumni, or discipline-based organizations that the search committee intends to contact to assist in the recruitment effort. This list and documentation that the candidates have been contacted must be submitted to the College's Director of Human Resources prior to commencing phone, video, or on-campus interviews.

### **Receipt and Acknowledgement of Applications and Nominations**

Applicants are automatically notified of receipt of application via GatorJobs. For searches not using GatorJobs as the means of recording or tracking candidates' applications, the search committee chair will acknowledge all applicants and nominees by sending a letter and applicant data cards to each. Data cards provide information for determining the diversity of the applicant pool. No applicant is notified that he/she has been eliminated from consideration until the search process is complete or until the search committee, the department chair, and the dean have agreed that an appropriate stage of the process has been reached to send out relevant letters.

Based on the position description, the search committee drafts and finalizes criteria for selection and develops evaluation worksheets prior to the application deadline. The search committee chair arranges a schedule of committee meeting times for evaluation of candidates and selection of finalists and notifies all College faculty and staff members.

### **Search Committee Review and Evaluation Process**

The search committee narrows the pool to the top six to eight applicants, when possible. Some recent searches for specialized positions have not had that many viable candidates. As soon as the pool is narrowed and before any applicant is informed of his or her status or contacted about a potential visit or telephone interview, the search committee chair forwards all applications to the dean or executive associate dean for review.

As soon as administrative approval is given, the search committee calls the top six to eight candidates to inform them they are now in top six to eight and confirm that candidates still wish to be considered for the position.

In this telephone conversation, the search committee also informs candidates that reference checks will begin and requests candidates' permission to check with persons who are not on the candidates' lists of references, in addition to those persons the candidates have listed. Once the pool is narrowed to six to candidates, the search committee chair verifies with the dean and department chair the maximum number of applicants from the short list that can be invited for on-campus interviews. The College provides a minimum of \$3,600 per search to a department (\$1,200 per finalist), with the expectation that three finalists will be brought to campus for interviews, whenever possible. The Dean's Office has supplemented that amount when necessary to accommodate candidates' travel needs (expensive flights, etc.).

The search committee completes references checks in a reasonably similar method for each applicant. All must be asked the same questions, but follow-up questions are allowed.

References not listed by the applicant may be contacted, but only if such references are contacted for all applicants. Telephone interviews are recorded and made available for any search committee member who misses a particular interview.

As soon as telephone interviews are completed, the search committee meets to narrow the pool to the top three--five (unranked) applicants. The search committee holds a formal meeting to select top applicants. Prior to contacting any applicant about an on-campus interview, the search committee chair forwards the list and finalists' files to the department chair and the dean for review and approval. The search committee chair then sets up campus visits with the approved candidates.

### **Campus Visit and Interview Process**

The search committee conducts the campus visit and interview process. All interviewees, including internal candidates, must receive reasonably equal treatment during the interview process. Each is on campus for approximately the same length of time and meets with the same faculty, staff, and administrators, and is afforded the same access and opportunities. Functions and meals are reasonably equivalent. To keep costs reasonable and to provide a context for extended discussion, it is recommended that meal groups not exceed more than five. The search committee chair is responsible for notifying the department chair and the associate deans if a candidate wishes to be considered for appointment to the graduate faculty at the time of hiring.

### **The Selection Process**

The search committee decides which names, if any, to recommend to the department chair and the dean. The committee does not rank its recommendations. The search committee informs the department chair about its recommendations. At the conclusion of the interviews, the department chair also meets with departmental faculty to discuss the candidates and conduct a confidential ballot among the departmental faculty. The department chair then meets with the dean to discuss the search committee recommendations, the departmental vote, and present his or her evaluation and recommendation regarding the candidates. The department chair brings to the meeting with the dean complete, original files for all final candidates being nominated for the

position. Except as otherwise noted in this document, applicants are not informed of status until a final decision is made.

The dean seeks input from other administrators, as needed or appropriate. The dean informs the department chair of the hiring decision when the hire is successfully completed, and the department chair notifies the search committee and department faculty.

If an offer is forthcoming, the dean contacts the successful candidate by phone as soon as possible after making the decision, makes an offer, and proceeds with a formal letter of offer. The dean's office returns files of final candidates not selected for the position to the search committee chair.

The search committee chair waits until the dean's office notifies him or her that the dean's office has received a signed letter of offer. The search committee chair then notifies unsuccessful applicants (or those not already notified of their status) in writing. No applicant who could be made an offer is sent a notice of elimination until an offer is accepted. The search committee chair notifies by phone all final candidates not selected for the position.

For all department faculty searches, the search committee chair delivers to the department chair a complete search file (i.e., all applicant files and search-related material), except for the application file of the candidate who has accepted the position. The latter remains in the dean's office and becomes the basis of the new faculty member's official personnel file. The department chair keeps complete search files for three years, as required by the State of Florida public records laws.

### **Adjunct and Part-time Faculty**

Adjunct faculty normally are required to hold a master's degree and to have substantial professional and/or teaching experience. Individual departments maintain files on qualified adjuncts within commuting distance.

The need for adjuncts and part-time faculty has subsided in some departments with the growth of the College's doctoral program and the concomitant increase in the number of graduate students with the appropriate educational and professional backgrounds. In addition, doctoral students lacking significant professional and/or teaching experience are required to serve as teaching assistants in a course under the supervision of a full-time faculty member for one semester before they are allowed to teach that course as instructor of record. All teaching assistants are evaluated each semester in a letter submitted by the faculty member supervising them or the department chair. The letters of evaluation are co-signed by both parties.

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