

# **Guidelines for Conducting Faculty Searches**

**At**

**Kennesaw State University**

**(Including University and College-Level Administrators)**

**Updated by**

**The Office of the Provost and Executive Vice President for Academic Affairs**

**Fall 2024 Faculty Search Guidelines**

All questions about faculty searches should be directed to [facultysearches@kennesaw.edu](mailto:facultysearches@kennesaw.edu).

## **Introduction**

This publication is a reference guide for the recruitment, selection, and hiring of an individual selected to fill an approved full-time, tenure track or non-tenure track faculty vacancy, an approved senior-level academic administrator vacancy, limited term faculty position, or part-time faculty position with Kennesaw State University (KSU). Kennesaw State University utilizes an electronic, online, information technology-based recruitment/retention tracking system to administer searches.

For information regarding terms of employment or employment policies, please refer to the [KSU Faculty Handbook](#).

Kennesaw State University encourages departments to work diligently to recruit and retain the most qualified faculty. Our policies and procedures reflect federal and state laws, and University System of Georgia policies. Kennesaw State University, a member of the University System of Georgia, is an affirmative action, equal opportunity employer.

KSU is intentionally and actively committed to embracing and valuing difference and creating a sense of belonging for the purpose of expanding knowledge; educating capable citizens and workers; encouraging self-actualization; and serving local, state, national, and international communities.

## **Confidentiality, Georgia Open Records, and Recordkeeping**

The privacy of all applicants must be maintained and respected during the faculty search process. Search materials, including the application materials submitted by applicants and the deliberations and conversations of the search committee, should not be shared with those not on the search committee. During the search, faculty search materials external to the online system should be stored in a secure location, and only faculty members/administrators/staff directly involved in the search process should have access to the materials. An applicant's name and application materials should remain confidential until he/she accepts an invitation for the campus visit.

According to the Georgia Open Records Act, faculty search documents are open for inspection, and applicants should be made aware that their application materials are subjected to this Act. If a department receives an Open Records request relating to a faculty search, the department should contact the KSU Division of Legal Affairs ([asklegal@kennesaw.edu](mailto:asklegal@kennesaw.edu)), which provides all official responses to Open Records requests on behalf of the University and university officials.

The hiring manager should gather the search materials external to the online system and follow the procedures established by the University for storing the materials in the central repository as required by the USG. Detailed instructions and required timelines for uploading search materials can be found on the Faculty Affairs website under [Hiring Policies and Guidelines](#).

(NOTE: Records retained for each faculty search include, but are not limited to, the following: (1) application materials from all candidates, including letters of application or application forms, curriculum vitae or resumes, academic transcripts, samples of writing or publications, and reference letters, (2) job descriptions/position announcements, (3) position advertisements, (4) approval documentation to initiate the position search, (5) candidate lists, (6) faculty search committee memoranda, (7) evaluation rubrics and scoring sheets for applicants,<sup>1</sup> (8) interview

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<sup>1</sup> Note: A master sheet reflecting the consensus of the search committee as a whole (rather than each individual faculty member's notes) is retained.

questions (including those for telephone and face-to-face interviews) and notes,<sup>1</sup> (9) telephone reference check questions and notes,<sup>1</sup> and (10) itineraries of finalists invited to campus.)

### **Equal Opportunity Policy**

Kennesaw State University is an Equal Employment Opportunity Employer. The University is committed to maintaining a fair and respectful environment for living, work and study. To that end, and in accordance with federal and state law, Board of Regents policy, and University policy, the University prohibits harassment of or discrimination against any person because of race, color, sex (including sexual harassment, pregnancy, and medical conditions related to pregnancy), sexual orientation, gender identity, gender expression, ethnicity or national origin, religion, age, genetic information, disability, or veteran or military status by any member of the KSU Community on campus, in connection with a University program or activity, or in a manner that creates a hostile environment for members of the KSU community.

For additional information on this policy or to file a complaint under the provisions of this policy, students, employees, applicants for employment or admission or other third parties should contact the Office of Institutional Equity at English Building, Suite 225, [eeo@kennesaw.edu](mailto:eeo@kennesaw.edu).

### **Guidelines for Filling a Faculty Vacancy**

#### **1) Determine the Type of Opening**

- a. Senior Level Faculty Administrator (example: Provost, Assoc/Assist Provost, Academic Dean)
- b. Faculty Administrator (example: Assoc/Assist Academic Dean, Department Chair/School Director, Academic Executive Director)
- c. Full-time Contracted Faculty (example: Tenure Track, Non-tenure Track)
- d. Limited Term and Part-time Faculty

#### **2) Initiate the Search Process**

- a. Hiring manager completes and submits the job posting request form to Faculty Affairs. Posting request form is located on the Hiring Policies and Guidelines section of the [Faculty Affairs](#) website.
- b. Prior to being published in any form, the refill of the vacancy, available funding, the position description, and its announcement must have all proper approvals.
- c. Critical Steps re: position information
  - i. Before creating a job posting request, the hiring manager must coordinate with the Business Manager to assure the job code, position number and position description for the position being advertised is correct.
  - ii. To make changes to the position job code and/or description, an MSS transaction to update the position must be executed and fully approved prior to the job posting creation step.

### **3) Determine the Appropriate Level of Participation in the Search Process**

- a. Search committee members must be granted access to a posting by a recruiter in order to view its associated applicants via Careers.
  - i. A search committee is required for “a-c” listed in Section 1 above
  - ii. A search committee is optional for “d” listed in Section 1 above.
- b. Hiring Manager determines dispositions, reviews initial list with supervisor and search committee, if applicable.
- c. Hiring Manager creates the multiple interview schedules for applicants and search committee members, if applicable; final candidate interviews include appropriate stakeholders.

### **4) Formation and Duties of a Search Committee (if applicable)**

- a. The search committee performs critical functions, including reviewing and screening applications, interviewing applicants, checking and documenting references<sup>2</sup>, gathering and reviewing feedback for faculty<sup>3</sup> searches, and recommending finalists for the position. Search committees must be sensitive to the fact that they represent the institution to an external audience.
- b. Conducting a search in a timely, professional, and legal manner reflects well upon a hiring department and upon the institution. Following the guidelines and recommendations in this document will lessen the possibility of future difficulties.
- c. The hiring manager (e.g., Dean or Department Chair/School Director) will appoint a search committee or form a search committee in consultation with faculty or the DFC, prior to advertising the approved and budgeted faculty position vacancy.
- d. If a search committee is required for the faculty position being recruited, the composition of the search committee will depend upon the size and specific needs of the hiring department but should be no less than five (and preferably an odd number of) members. Exceptions to the number of search committee members required for a full-time faculty search may be considered and approved by the Faculty Affairs office. The search committee’s composition should be representative of the hiring department (e.g., varying faculty rank, subject matter expertise, and research experience).
- e. Identify the search committee chair and members, designating the expertise each member is bringing to the process if not easily recognizable.
- f. In order to have access to application materials in the online recruiting system, search committee members must be internal to KSU.
- g. The chair of a search committee may or may not be the Department Chair/School Director of the hiring department for a faculty position but must be a full-time, permanent KSU faculty member.
- h. A search committee member cannot serve on a search committee when they are also an applicant for the search. Potential search committee members who have an interest in becoming an applicant in the open search must decline an invitation to serve on the search committee. A search committee member cannot step down from the committee and apply for the position once the committee has been named.

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<sup>2</sup> When a search firm represents KSU, the firm typically conducts reference checks.

<sup>3</sup> All contracted faculty at KSU with the exception of administrative faculty who receive administrative contracts and are subject to 360 reviews (See Faculty Handbook, Sections 1.1 and 3.11.)

- i. Members of a search committee should have familiarity with the vacant position and/or the expertise required to fill the opening in order to allow that member to contribute to the search process.
- j. Inclusive hiring training is available through the Division of Organizational Effectiveness, Leadership Development and Inclusive Excellence.
- k. To the greatest extent possible, all the search committee members should make themselves available for all portions of the screening and interview process. Therefore, the size of a search committee should be reasonable in relation to the opening.
- l. The search committee will make hiring recommendations to the hiring manager. The search committee does not make the final determination of who will be hired. Any offer of full-time employment extended to the potential faculty member will be made by the Dean or Dean's designee. Such offers will be made on behalf of and based on the authority of the President and of the Provost and Executive Vice President for Academic Affairs.

#### **5) Charging the Search Committee (if applicable)**

- a. Each search committee should be clearly "charged" by its hiring manager (ex., Dean or designee)
- b. The charge should occur in person at the committee's first meeting. The committee charge should include, at minimum, the following:
  - i. In general, all the search committee members should be present at all interviews, including phone, web, and/or in-person interviews. It is understood issues arise and the presence of all members during interviews might not be possible. If all members of a search committee cannot be present, it is highly recommended that the search committee set a quorum that reflects the minimum number of members that must be present to conduct an interview, regardless of the type of interview. That quorum should be set before the interviews start and met for the duration of all interviews. Adherence to the quorum helps to ensure that all candidates are treated in the same manner and there is a fair process.
  - ii. While advertising positions at professional conferences/meetings is encouraged, interviewing and short-listing of candidates cannot take place at professional conferences/meetings;
  - iii. Information about the college's and department's commitment to and strategies for advancing student success;
  - iv. A reminder that inclusive hiring training is available through the Division of Organizational Effectiveness, Leadership Development and Inclusive Excellence.
  - v. A description of requirements/expectations of the faculty in this position including the following: acceptable degree(s); rank; publication/scholarly expectations; area(s) of expertise; teaching expectations including specific courses to be taught at the time of hire (keeping in mind the successful candidate must meet SACSCOC qualifications for any courses to which they are assigned); specific service or administrative roles for which the person must be qualified; any specific skills or experience or licenses/certifications the successful applicant should possess; and other areas deemed appropriate for the specific position and hiring unit;

- vi. Once the ad is posted with qualifications, rank, expectations, etc., the search committee cannot make changes to these qualifications or requirements and must make recommendations about a candidate's suitability based on the information posted in the ad;
- vii. A reminder of the campus resources available to consult as questions arise throughout the search process, including the USG policy on Employee Recruitment which includes samples of inappropriate and appropriate questions: Appendices I (Appropriate Screening Questions) & II (Appropriate Competency Based Employment Questions) ([https://www.usg.edu/hr/assets/hr/hrap\\_manual/HRAP\\_Employee\\_Recruitment.pdf](https://www.usg.edu/hr/assets/hr/hrap_manual/HRAP_Employee_Recruitment.pdf))
- viii. The committee may include appropriate scenario-based questions during the interview process to collect information related to specific experiences supporting specific student populations when it is directly correlated and relevant to the duties associated with the role. Questions must be free of ideological tests, affirmations, oaths, and/or diversity statements.<sup>4</sup>
- ix. A reminder that survey data will go to the search committee and hiring manager for faculty searches. A reminder that the committee is to a) develop a process for gathering and reviewing feedback about finalists and b) that they need to identify a process for making a recommendation to the hiring manager such as providing strengths and areas of needed improvements of all candidates or ranking candidates. If candidates are ranked, the committee must provide strengths and areas of needed improvements for the rankings and the order of candidates must correlate to values assigned during the interview process (examples: rubrics, prioritization of qualification components, and interaction with the search committee.)
- x. A reminder that survey data will go to the hiring manager for administrative faculty searches, not the search committee. The search committee for administrative searches will make recommendations in the form of strengths, areas of need improvements, and concerns (if any) for each candidate. In the case of department chair and school director searches, a reminder that the dean will share the search committee's recommendations with the provost.
- xi. A reminder about privacy expectations and confidentiality of applicant information throughout the search process;
- xii. Information about methods for treating all candidates the same during the interview process;
- xiii. A reminder that Georgia is an Open Records state and the significance this law has for searches;
- xiv. Information on the search committee's budget;
- xv. A general timeframe for completing the search; and,
- xvi. A reminder that, in order to avoid the appearance of a conflict of interest, following the closing date and after initial review of the

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<sup>4</sup> Ideological Tests are defined as tests or questions based on or relating to a system of ideas and ideals, especially concerning economic or political theory and policy. An affirmation is the action or process of affirming a strongly held belief as a requirement for employment. An oath is a solemn attestation of truth, adherence, or agreement to belief system or structures unrelated to the standards required for employment. See [USG Employee Recruitment Policy](#).

application documents of all qualified applicants, if a search committee member discovers that one or more applicants is a person or persons with whom the member has or has had a prior relationship (for example, a colleague at a prior institution, a colleague with whom one has published, a prior intimate/dating partner, a sister or brother, a spouse, and so on), s/he must make this information known to the committee, the Department Chair/School Director, and/or Dean (or other hiring manager), who will then discuss whether it is appropriate for that search committee member to be replaced on the search committee.

## **6) The Position Description**

- a. The Hiring Manager will work with Faculty Affairs to establish a position description in the online recruitment system.
- b. Because the advertisement published in any external outlets serves as the official national advertisement when the recruitment process is used for permanent residency sponsorship, it is crucial to capture the accurate job title, rank, required experience, education, and skills in the advertisement.
- c. The position description should be defined in the widest possible terms consistent with the department's needs and aim for consensus on specific specialties or requirements.
- d. The committee should make distinctions between what are minimally required criteria (i.e., a terminal degree in the discipline) and what are ideal criteria in the position description (i.e., three or more years of successful teaching experience in a college/university) so that the stated criteria help to refine the pool of applicants without needlessly limiting the pool of applicants.
- e. The committee may consider adding a statement asking applicants about their teaching philosophy and how they intend to advance student success at KSU.
- f. Position descriptions must not contain ideological tests, affirmations, oaths, and/or diversity statements.

## **7) Advertising the Position**

- a. Based on the specific opening, the Hiring Manager will determine what outlets apart from the KSU Careers website will be used to advertise the vacancy.
- b. For national tenure track and non-tenure track faculty searches, the Office of Academic Affairs will pay for a one-time online posting of the faculty position for a minimum of 30 days in three national outlets:
  - i. the Chronicle of Higher Education,
  - ii. Graystone Workplace Diversity Networks, and
  - iii. InsideHigherEd.com
- c. All faculty job searches will be automatically advertised with HigherEdJobs.com using an automated sweep and will appear as long as the job opening is active and accepting applications on the Careers portal.
- d. All tenure track and non-tenure track positions must be advertised nationally for a minimum of 30 days before the application deadline.
- e. All part-time and limited term positions must be advertised for a minimum of 5 business days.

- f. More than one person may be hired from a single posting in the online system if funding is available and identified during posting creation. However, the job duties and required education must be identical for each position.
- g. Part-time pool postings are allowed to be open for one year only in order to refresh the pool. After one year from the posting date on the KSU applicant portal, the part-time pool posting will automatically be removed from the portal. The hiring manager must take action in the online system to dispense of all applicants in the pool as directed by Faculty Affairs.
- h. All other mechanisms for recruiting should be documented, including listserves, discipline specific associations, conferences, etc.
- i. If appointing a current part-time faculty to limited term faculty, it is not necessary to advertise in the online system; this will be taken care of via an MSS transaction by the Department Chair/School Director.

**8) Conducting the Search (all future references within these guidelines refer to “the search committee” regardless of the level of search participation as determined in step three above)**

- a. All applicants for faculty positions must apply via the online search system.
- b. The hiring manager (e.g., Department Chair/School Director and the Dean) should review the size of the pool. The hiring manager will make a decision to move forward with the next phase of the search or to extend the application deadline in order to cast a wider net to attract more qualified applicants. The final decision on moving forward with a search or extending the application time rests with the Dean.
- c. The position description will be used to develop evaluation criteria for choosing a short list of candidates.
- d. Application materials must be reviewed via the online Careers system. Applications must not be viewed outside the online Careers system.
- e. The appropriate search committee member(s) must conduct an initial screening of each applicant’s credentials based on job posting requirements and following procedures established by the search committee and in accordance with KSU and Board of Regents (BoR) expectations for a specific academic rank.
- f. Initial screening of applicants should occur as applications are received and candidates not being considered should be eliminated from the applicant pool by the hiring manager via the online system. Incomplete applications should not be considered or proceed beyond the initial screening phase. Application materials should not be collected outside the online Careers system.
- g. The short list of candidates will be reviewed more intensely to determine the most viable candidates. Based on close review of their credentials, interview candidates should be determined. Courtesy interviews with currently employed faculty or other candidates are inappropriate and should not be conducted as a routine procedure in the search process. While many factors such as the number of vacancies being filled, the nature of the position, and the quality of the applicant pool will be a determining factor, the general recommended business practice is that a minimum of three and maximum of ten candidates will be included in interview screenings.
  - i. The key to obtaining a good short list is to create a fair evaluative process that is consistent across all applicants.



- ii. While advertising positions at professional conferences/meetings is encouraged, interviewing and short-listing of candidates cannot take place at professional conferences/meetings.
- h. Based on the evaluation criteria, the nature of the job, and the variety of experience among the candidates, a predetermined set of questions should be compiled for each step of the interview process and must be asked of all applicants. Please see the USG Human Resources Administrative Manual Policy on Employee Recruitment Appendices I (Appropriate Screening Questions) & II (Appropriate Competency Based Employment Questions) ([https://www.usg.edu/hr/assets/hr/hrap\\_manual/HRAP\\_Employee\\_Recruitment.pdf](https://www.usg.edu/hr/assets/hr/hrap_manual/HRAP_Employee_Recruitment.pdf)) for appropriate screening and competency-based employment questions. Questions must be free of ideological tests, affirmations, oaths, and/or diversity statements.
- i. The set of questions for the final round of interviews may be revised after the initial interviews; however, all candidates should be asked the established question set.
- j. Follow-up questions asked to an individual candidate as a result of their response should be documented in the interview notes.
- k. Interview notes should include responses to all questions, the questions asked by the candidate of the search committee, and ancillary notes regarding the candidate's presence and interview skills as observed by the committee. Ancillary notes should always be job, skill, or knowledge based and should never include descriptions associated with personal or demographic attributes.
- l. One set of notes should be designated as the summary documents to be retained by the hiring manager in accordance with retention policies. These may be the notes of the hiring manager, search committee chair, or a designated note taker but they should include pertinent components of any group conversations that were a factor in determining selection of final candidates and/or elimination of other candidates.
- m. Phone or virtual screening is recommended as the medium for initial interviews. At the end of the phone interview process, candidates should be informed of the next steps and timeline for the continued search process. This should include clarifying any questions regarding available references. Candidates should be informed that the search committee and/or search firm-intends to confer with references (both provided by the applicant and off-list references). In order to remain sensitive to candidate confidentiality, appropriate care should be taken concerning reference checking at an applicant's current employer.
- n. Reference checks should occur prior to or after the campus visit. Typically, a successful process of reference checking will include at least one of the candidate's previous supervisors and at least one peer, client/customer, or other relevant stakeholder at their current employer.
- o. After evaluating the results of initial interviews and references, invitations to participate in final interviews should be limited to the most qualified candidates. Although most search committees invite two or three candidates to campus, there is not a minimum number required. If only one viable candidate is available, he/she should be invited for an on-campus interview.
- p. In general, all final interviews will be expected to be held in person, on campus. However, except where noted below, exceptions can be appropriate if the candidate is unable to travel to campus.
- q. Candidates should give a presentation on a topic to demonstrate their knowledge, skills, and abilities for the vacancy.

**9) Campus Visits during the Interview Process (if applicable)**

- a. With rare exception, which requires approval from the Office of the Provost, final interviews for all full-time contracted faculty positions will be held on campus. The schedule may include meetings with:
  - i. the search committee,
  - ii. the Department Chair and/or Dean,
  - iii. peer faculty,
  - iv. and possibly students.
- b. The components of the interview schedule should be consistent for all finalists; however, when a qualified candidate is unable to come to campus, alternate arrangements must be pre-approved by Faculty Affairs.
- c. Regardless of the medium of the final interview, candidates are expected to give a presentation on a topic related to the position description.
- d. Reimbursement by KSU of authorized travel expenses is subject to the allowable limits and conditions as discussed in the Georgia Board of Regents Business Procedures Manual. Reimbursing finalists for covered travel expenses associated with their on-campus interview may be possible under the following circumstances:
  - i. The position qualifications meet an appropriate standard:
    1. All contracted faculty openings; OR
    2. Any positions deemed “hard to fill” upon approval by Academic Affairs.
  - ii. Funds are available to reimburse all finalists that meet eligible criteria based on distance between their home and campus. Funds may be used from state or foundation resources; please refer to appropriate guidelines for applicable requirements and restrictions, which includes a mandatory and relevant presentation to qualify under the lecture/performance agreement standards.
  - iii. A maximum reimbursement amount may be established provided it is applied consistently for all finalists eligible for travel reimbursement during each search process.
  - iv. Fiscal Services must be consulted prior to a campus visit concerning international travel reimbursement.

**10) Paying for the Campus Visit for Full-Time Tenure Track and Non-tenure Track Positions**

- a. Please visit the Fiscal Services Travel website (<https://fiscalservices.kennesaw.edu/travel/non-employee/job-candidates.php>) for rules and regulations regarding travel for non-employee job candidates.
- b. The candidate must make a presentation during the interview if State (i.e., college or department) funds are used to reimburse the candidate. The candidate’s itinerary must include the presentation in order to be submitted as a supporting document for reimbursement.
- c. Travel-related transportation, lodging, meals, and other incidental expenses incurred by the candidate should be covered by the department budget and handled through routine processes for reimbursement.
- d. State funds cannot be used for meals related to the search for the search committee members. If funding is available in the Dean’s Foundation account, the Dean may

- authorize use of these funds to support search committee members' meals with the candidate.
- e. If an international faculty candidate has been invited for an on-campus visit, the International Tax Specialist in the Office of Finance and Accounting (<http://finance.kennesaw.edu/internationalservices/index.php>) must be contacted prior to the campus visit concerning travel reimbursement policies for the candidate.

### **11) Recommending a Candidate**

- a. To ensure the greatest level of consistency and integrity of the hiring process, the following search attributes should be deciding factors when determining the final and top candidate:
  - i. Rank and job title must match the job posting as advertised. If a job opening is advertised as "Open Rank," the rank is determined at the time of hiring and will be commensurate with experience.
  - ii. Minimum education as identified in the posting requirements must be satisfied
    1. ABD will be considered when a terminal degree is required, but the degree must be earned by the effective date of hire. Salary contingencies for ABD will not be allowed.
  - iii. Minimum years of experience and/or rank must also be met except where specifically permitted otherwise by Faculty Affairs.
  - iv. In situations where faculty search committees have ranked finalists (See Section 5), ranking of finalists should correlate to values assigned during the interview process (examples: rubrics, prioritization of qualification components, and interaction with the search committee).
- b. The Hiring Manager confers with appropriate departmental leadership regarding the preferred candidate, suggested salary, and other offer attributes (examples: rank, probationary credit or tenure upon appointment).
  - i. For full-time contracted faculty, Department Chairs must obtain approval from both the Dean and the AVP for Academic Affairs prior to any offer.
  - ii. For limited-term and part-time faculty, approval is only required by the Dean except where specified otherwise.
  - iii. In the case of department chair and school director searches, the dean must confer with the provost and share the list of strengths, needed improvements, and concerns prior to making an offer to a candidate

### **12) Preparing a Job Offer**

- a. The hiring manager will use the online system to begin the job offer for the applicant selected as the final candidate recommended for hire.
- b. If a candidate is currently under contract at another University System of Georgia institution, the Department Chair/School Director must contact the President's office via email prior to making a verbal offer. KSU's President will contact the President of the other institution before an offer is made to the candidate.
- c. The hiring manager should gather the search materials external to the online system and follow the procedures established by the University for storing the materials in the central repository as required by the USG. Detailed instructions and required timelines for uploading search materials can be found on the Faculty Affairs website under [Hiring Policies and Guidelines](#). After obtaining proper approvals, hiring managers may extend verbal offers to faculty finalists.

- i. The way an offer is negotiated may have a huge impact not only on the immediate hiring outcome, but also on the new employee's future at KSU. The Dean or the Dean's designee should aim to empower the candidate to advocate on his/her own behalf by providing all candidates with a complete list of items that would be possible to discuss in the course of a negotiation. The items to discuss during the negotiation can be found on the "Offer Letter Components" form located on the Faculty Affairs website.
  - ii. Relocation and moving expenses, up to \$2,500.00, may be provided to new, full-time, tenure track and non-tenure track faculty members if funds are available from the Office of Academic Affairs. Additional funding for tenure track and non-tenure track faculty may be provided by the department, and/or college budget, and if the candidate meets all requirements established by the IRS and BoR/KSU policy. The exact amount of reimbursable relocation expenses is determined using a base allocation (but may vary on a case-by-case basis, as appropriate) and will be specified in the written offer of employment. Please refer to the Payroll Department website for the complete relocation policy and to access the KSU Relocation and Moving Expense Reimbursement form.
  - iii. Hiring managers must negotiate employment terms with the selected candidate. Some of the negotiable employment terms might include the faculty member's rank and credit toward tenure/promotion (for faculty candidates with significant prior work experience). Per the BoR Policy Manual (Section 8.3.7.4), "A maximum of three years' credit toward the minimum probationary period may be allowed for service in tenure track positions at other institutions."
  - iv. In exceptional cases, the President may approve an outstanding distinguished senior faculty candidate for the award of tenure upon the faculty member's initial appointment if the appointment is at the level of Associate Professor or Professor, the candidate was tenured at a prior institution, and the candidate brings a demonstrably national and/or international reputation to KSU. The promotion and tenure committee of the academic home must evaluate the candidate for tenure and rank and submit a written recommendation to the chair/director and dean. Once received, Faculty Affairs will submit the recommendation to the President for review before awarding rank and tenure upon appointment. If any aspect of the offer of employment changes during negotiations, the job offer must be updated, and the Provost and Executive Vice President for Academic Affairs must approve the change.
- d. The Office of Academic Affairs will accept unofficial transcripts to begin processing the completed job offer and generate an official offer letter, but official transcripts must be received by the Office of Academic Affairs before the hiring will be completed. Applicants must submit official graduate academic transcripts from all accredited institutions attended. Applicants that submit unofficial transcripts must submit official transcripts within 20 days from the date of the offer letter. Failure to provide the University with official academic transcripts will result in termination of employment. The evaluation of academic transcripts should be conducted prior to the interview process. Applicants that have degrees from outside of the United States must request a course-by-course credential evaluation of their transcript. The National Association of Credential

- Evaluation Services ([www.naces.org](http://www.naces.org)) lists members who may be contacted for assistance in evaluating foreign credentials.
- e. Finalized attributes of the offer are submitted to Faculty Affairs via the online system; an offer letter will be issued based on these attributes.
  - f. The candidate should be asked to make his/her decision in a timely manner (usually within five (5) business days of the offer).
    - i. You should give the candidate a specific date by which you expect a response.
    - ii. If the candidate asks for an extension to the response, granting that extension is at the discretion of the hiring manager.
    - iii. If the candidate does not respond by the agreed upon time, you may rescind the offer.
      - 1. Discuss with the dean and Faculty Affairs the plan to rescind the offer.
      - 2. If approved, to rescind the offer, call the candidate informing her/him that you are doing so and follow-up with an email confirmation.
  - g. If a selected candidate is a foreign national who requires a work visa, work authorization for their visa, or sponsorship from KSU, the Department Chair/School Director must contact the Immigration Specialist in Global Education at [internationalscholar@kennesaw.edu](mailto:internationalscholar@kennesaw.edu) within five (5) business days after the verbal offer has been accepted to ensure that the newly hired faculty will be eligible to work in the United States at the time he/she begins work at the institution. Information on hiring International Employees can be found at the Human Resources website.
  - h. Departments must be careful to communicate to potential candidates for limited term positions the position is only for a designated period of time, usually one semester or one academic year (9-month appointment) with a two-year maximum (if needed). Limited term faculty must not be led to believe they are guaranteed employment beyond the designated time period.

### **13) Disposition of Interviewees**

- a. Upon final candidate's acceptance of the job offer and the hire is complete via the online system, all other applicants not at "offer accepted" will be automatically dispensed by the online system and the job posting will be closed.

### **14) Hiring Full-Time, Tenure Track and Non-Tenure Track Academic Administrators**

- a. For all academic administrative positions at the rank of Department Chair or above, such as Assistant/Associate Deans, Deans, Assistant/Associate Vice Presidents, and Associate Provost, a search is conducted.
- b. For Deans, there is a national search.
- c. For Department Chair/School Directors, Assistant/Associate Deans, Assistant/Associate Vice Presidents, or similar positions, the options are a national or internal search.
  - i. If a Department Chair's term of office has ended but is renewed by appropriate parties (in accordance with policies specified in college and/or department governance documents), the Department Chair will continue in that role without a search for the additional term.

- d. The Provost and Executive Vice President for Academic Affairs may also use the services of an executive search firm for an executive level academic administrator position. The search firm will typically use the following steps to hire the appropriate faculty member: organization of the search process, determine process for collecting applications, analyze the needs of the institution, recruitment of strong inclusive candidate pools, candidate evaluation and selection of semi-finalists, interview and committee recommendations, finalist interviews and facilitation of appointments.
- e. Please note that we need to ensure that Chairs/Directors are hired as tenured, Full Professors. Hires for Assistant/Associate Chairs/Directors/Deans and Program Directors can be made as tenured, Associate Professors; however, the preference remains for these positions to also be hired as tenured, Full Professors whenever possible.
- f. KSU faculty can be reassigned administratively to the role of acting or interim administrative faculty positions of instructional department chair or higher. For all interim positions at the rank of Department Chair or above, the Dean, in consultation with the Provost and Executive Vice President for Academic Affairs, will examine the department/college/university faculty for a qualified or interested candidate. If a qualified or interested faculty member is not found internally (either to the department, college, or KSU), the Dean or Provost and Executive Vice President of Academic Affairs, as appropriate, may elect to conduct a national search and advertise the position nationally.

**15) Conducting an Internal to KSU only Administrative Faculty Search**

- a. If the need arises to conduct an internal search for a full-time academic administrator, the Provost and Executive Vice President for Academic Affairs must approve.
- b. Upon the approval by the Provost and Executive Vice President for Academic Affairs, a job opening request form is completed and submitted to [facultysearches@kennesaw.edu](mailto:facultysearches@kennesaw.edu).
- c. The internal search will be conducted via the online faculty search system.
- d. The internal search job opening must be advertised for a minimum of 30-days via the online faculty search system.
- e. Part-time, limited term and adjunct faculty are not eligible to apply to internally advertised full-time faculty positions (See Section 7d)
- f. All other steps associated with a search for a tenure track or non-tenure track faculty member will be followed.

## 16) Failed Searches

- a. If no acceptable candidate surfaces in the search, or if all acceptable candidates decline or withdraw from the search, the Dean and Department Chair/School Director have two options.
  - i. If sufficient time remains and job posting is still open and listed on the online recruitment portal before the stated start date, the Department Chair/School Director may simply extend the search.
  - ii. Alternatively, if an applicant was not hired for the position, the Department/Chair should contact [facultysearches@kennesaw.edu](mailto:facultysearches@kennesaw.edu) to request the search be marked as failed.
- b. All steps required to close a posting of a failed search must be made within 10 days of the decision to fail, close, or cancel the search.