

Recruitment and Selection Procedures for EPA Faculty and Administrators

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WESTERN CAROLINA UNIVERSITY
Recruitment Guidelines

Preface

This handbook of recruitment procedures and guidelines is intended to provide ready access for administrators, staff and search committees to information about the recruitment and hiring process at Western Carolina University. A second purpose is to provide current guidelines concerning equal opportunity hiring for EPA faculty and administrators.

Western Carolina University is committed to equality of opportunity for all who work or desire to work here. The spirit and the law of equal opportunity/affirmative action does not ask employers to hire unqualified personnel; it asks that additional recruitment efforts be made to ensure qualified women and minorities in the applicant pools for all positions. Therefore, it is vitally important that recruitment efforts comply with the guidelines in this notebook.

In keeping with the responsibilities outlined by the University in its Affirmative Action Plan, all EPA appointments are subject to the policies and guidelines found in these recruitment procedures. This update is an effort to affirm and maintain efforts toward increasing the diversity of faculty and administrators, and hiring the most qualified candidate for each position.

The Office of the Provost and the Office of Human Resources developed these revised procedures. Thanks are due to a number of individuals who carefully read this document and assisted with editing. In the spirit of continuous improvement, suggestions and comments about these procedures are welcome.

Office of the Provost
Office of Human Resources
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WESTERN CAROLINA UNIVERSITY

GUIDELINES AND PROCEDURES FOR RECRUITMENT AND SELECTION OF FULL-TIME TENURE –TRACK FACULTY AND ADMINISTRATORS

| | | |
|--------------|--|-----------|
| I. | Beginning the Process: Permission to Recruit | 4 |
| A. | Position Analysis | 4 |
| B. | Obtaining Authorization to Recruit | 5 |
| C. | Search Committee Appointment..... | 5 |
| II. | Recruitment | 6 |
| A. | Developing the Job Advertisement..... | 6 |
| B. | Authorization to Recruit | 7 |
| C. | Advertising..... | 8 |
| D. | Recruitment Costs..... | 10 |
| E. | Special Recruitment Exceptions to the Standard Recruitment Process | 10 |
| III. | Screening the Applicant Pool | 11 |
| A. | Processing and Screening of Applicant Vita/Materials | 11 |
| B. | Reviewing the Applicant Pool | 12 |
| C. | Office of Human Resources Approval of the Applicant Pool | 13 |
| IV. | Interviewing | 14 |
| A. | Checking References | 14 |
| B. | Selecting Final Candidates..... | 15 |
| C. | Additional Screening and EOP Approval..... | 15 |
| D. | Approval for Campus Interviews..... | 15 |
| E. | Interview Arrangements..... | 16 |
| F. | Candidate Visits | 17 |
| G. | Candidate Expenses and Reimbursement | 18 |
| V. | Decision to Offer the Position | 19 |
| A. | Selecting the Successful Candidate | 19 |
| B. | Unofficial Offer | 19 |
| VI. | Appointment | 20 |
| A. | Required Approval Process..... | 20 |
| B. | Official Offer and Acceptance | 21 |
| C. | Post-Appointment Procedures | 22 |
| VII. | Reopening the Search | 23 |
| VIII. | Hiring International Faculty | 23 |
| | APPENDICES | 25 |

Note: The steps in the search for faculty and administrators are very similar. Any additional or different steps required for administrators are noted in italics within the narrative of this document. As of July 1, 2007 all Faculty and EPA Non-Faculty Searches are being conducted online through the university's online employment system.

I. Beginning the Process: Permission to Recruit

A. Position Analysis

1. When a faculty or administrator position becomes vacant, the department and search committee should have a discussion about the need for the position. Issues that may be examined include:
 - a. How does this position relate to the goals of the department and college?
 - b. Are there changes within the department or the discipline that should be reflected in a redefinition of the position?
 - c. What exactly do we need the person in this position to do?
 - d. Are there duties or functions, which have been part of this position that could be part of another position, or duties in other positions that could be part of this position?

Once the position is defined, questions should be asked about the qualifications and experience needed by the person filling this position, including absolute requirements and those which are desirable but not essential. A consideration of any program accreditation requirements will impact the required qualifications for the job.

2. A complete, detailed, and prioritized list of the position responsibilities, functions, and tasks should result from the above discussions. After approval, this written list, together with a prioritized list of qualifications and experience needed, should be preserved and used to facilitate the writing of the job advertisement. It should also guide all those involved with reference checks and the interview process to formulate appropriate questions.
3. If the vacant position is for an upper level administrator, an outside search firm may be employed by the university to conduct the search. In this case, the search committee will meet with a representative from the search firm and will coordinate all the steps described in this manual. The same steps are required in the search for administrators as for faculty.

The process of making, preserving, and sharing these lists is crucial to the search. In addition, the mutually agreed-upon list of responsibilities, functions, and tasks will be useful in orienting the new employee. These shared performance expectations will help assure that the first steps taken by that person are in the right direction.

B. Obtaining Authorization to Recruit

1. The department head consults with the dean about the need for the position, the qualifications of the candidate to be recruited, the projected salary level, and other conditions bearing upon the request. If the search is for an administrator, the supervisor consults with the next level supervisor and the appropriate Vice Chancellor or Chief of Staff.
2. The dean (or next level supervisor) consults with the Provost (or other appropriate Vice Chancellor or Chief of Staff) to obtain approval. If the position is approved for recruitment, the dean notifies the department head or next level supervisor. Note: Approval of positions may take place on an individual basis or may be approved at the beginning of the academic year as part of the University Staffing Plan.
3. Final decisions on requests to recruit will be made by the Provost or other appropriate Vice Chancellor or Chief of Staff. These decisions will depend upon review of staffing needs and budgetary conditions. This review may result in authorization for a vacant position to remain in a department or in a decision to reallocate and/or redefine the use of the position.
4. Authorization to recruit must be secured for any vacancy which occurs.
 - Advertising or recruitment may be initiated only after authorization is secured and the Office of Human Resources has approved the request to advertise and job advertisement. To obtain all approvals, the request to advertise should be submitted through the online employment site at <http://jobs.wcu.edu/hr>. Please contact the Office of Human Resources if you require assistance with this system. Upon approval, the Office of Human Resources will automatically post the job advertisement on the WCU Employment Opportunities web page. In addition, the position is automatically sent to the N.C. Employment Security Commission for posting on their web page and will be posted to HigherEdJobs.com and InsideHigherEd.com. Additional advertising is the responsibility of the department and at their expense.
 - Full recruitment is required in order to hire a part-time faculty member into a full-time tenure-track position.

C. Search Committee Appointment

1. The appropriate vice chancellor, dean, or department head appoints a search committee.
2. As one of the first steps in the search process, the search committee is required to hold a meeting with the Director of Employment & Affirmative

Action Programs and/or the EEO Compliance Officer. The main purpose is to discuss the specifics of the search process and to assist in the development of the job advertisement and overall recruitment strategy.

3. The search committee chair and all members of the search committee should read and become familiar with this manual.
4. All deliberations of the search committee are confidential. It is not the practice of Western Carolina University to divulge information discussed by search committee members.

II. Recruitment

A. Developing the Job Advertisement

After the initial meeting with the Director of Employment & Affirmative Action Programs and using the information developed from the position analysis, criteria are developed by the search committee for screening candidates and selecting qualified applicants.

1. Definition: A **qualified applicant** is one who meets the minimum advertised qualifications. Any applicant who does not meet these requirements is not qualified for the position and is not counted as a part of the applicant pool. All candidates who do not meet minimum advertised qualifications should have their status changed to “department determined did not meet minimum qualifications” in the online employment system. During initial screening, applicants should be changed to a status of “qualified” or “did not meet minimum qualifications” based upon their qualifications prior to being moved into another status.
2. In stating the qualifications being sought, state as “required” the minimum qualifications for a candidate to be selected. State as “preferred” or “desired” the additional qualifications on which screening and selection from the pool of candidates will be based.
3. The search committee has more flexibility if the position is advertised without a closing date. For example, the phrase, “Review of applications will begin on month, day, year, and will continue until filled,” or “Preference given to applications received by month, day, year,” allows (in fact, requires) the committee to look at vitae until the position is filled. If a closing date is set for receipt of applications, the committee cannot consider an application that arrives after the closing date, no matter how excellent the candidate may be. If a closing date is changed after the advertisement is published, the search must be reopened. *Note: Sometimes there are very valid reasons to set a closing date. The search committee should discuss this with the

Director of Employment & Affirmative Action Programs before finalizing the advertisement.

4. If the position is announced as one for which the terminal degree and/or a certain type or amount of experience is required, a candidate without these qualifications cannot be offered the appointment. The search must be reopened with different qualifications. However, when the search is reopened, a temporary appointment of a less qualified person for a fixed term may be made only when the need arises.
5. Be consistent in all statements and materials issued about the qualifications sought. Do not allow contradictory information to be disseminated. For example, do not say that a certain degree or type or amount of experience is required in one publication but state that it is desirable in another.
6. If the criteria advertised are changed after the vacancy is advertised, the search must be reopened.

B. Authorization to Recruit

1. The department head, or appropriate supervisor, completes the position request in the online employment system, and submits it to the appropriate Dean's office for approval. Upon approval by the Dean's office, the request is forwarded to the Office of the Provost for approval. The online submittal should include the job advertisement and a list of publications/websites/mail outs/potential contacts where the advertisement will be posted.
2. After approval by the Office of the Provost, the position request is routed to the Office of Human Resources for review and posting.
3. When approved by the Office of Human Resources and the Office of the Provost (or appropriate Vice Chancellor or Chief of Staff), the hiring department will receive notification that the position has been approved and posted for recruitment. Position announcements should not be placed in external publications until all approvals have been received.
4. The job advertisement is placed on WCU's web page (<http://jobs.wcu.edu>) and is posted with the N.C. Employment Security Commission and the external websites HigherEdJobs.com and InsideHigherEd.com. The advertisement will be removed from WCU's web page and ESC web page only after the complete processing of the search in the online employment system indicating that the job has been successfully filled or that the process resulted in a failed search.

C. Advertising

The key to obtaining a broadly diverse applicant pool is to advertise the position as widely as possible to attract both active and passive candidates. Recruitment plans for each position should allow for giving “sufficient notice” of the vacancy. That is, the position must be announced in ways that will make it generally known to a diverse group of potential applicants and allow them reasonable time in which to apply for the position. The minimum posting period is 10 calendar days although tenure-track and other positions requiring a national search should generally be posted for at least one month.

1. A variety of forms of communication should be used, including word-of-mouth, telephone calls, letters, notices at professional meetings, placement bureaus, announcements in professional journals, and electronic media.
 - All full-time, tenure-track faculty and all administrative positions must be advertised in one of the following after the Office of Human Resources and the Office of the Provost have approved the request to advertise: **The Chronicle of Higher Education (on-line version), The Chronicle of Higher Education (print version), or HigherEdJobs.com**. It is also recommended that all tenure-track faculty positions be advertised in a minimum of one print journal or specialty specific publication that has national circulation. Western has paid an institutional fee to HigherEdJobs.com, therefore an advertisement in this site is at no expense to the department and the number of words allowed is unlimited. The Office of Human Resources will automatically place all tenure-track faculty and administrative positions with HigherEdJobs.com. Advertisements for other websites, journals and publications must also be submitted to the Office of Human Resources for approval, however the submission of the ad to any other source is the responsibility of the search committee/department.
 - Increasingly, international applicants are applying to WCU. We therefore strongly encourage departments searching for a tenure-track teaching position to place a print ad in a journal or newspaper with national coverage. To understand the reasoning for this request, contact Lois Petrovich-Mwaniki, International Programs and Services, 227-3433.
 - The job advertisement may be sent to the appropriate academic department at the other fifteen UNC institutions by the search committee and to historically minority colleges and universities nationwide. A listing of the historically minority institutions may be obtained from the Office of Human Resources.
 - No single method of advertising is necessarily sufficient. Rarely does one ad in the Chronicle of Higher Education produce an adequate pool of

applicants. The approaches selected to identify qualified candidates should be chosen to make information about the vacancy available to a broad, representative body of possible applicants in the discipline, including minorities and women.

- The qualified applicant pool for tenure track faculty positions and for administrative positions should reflect the nationwide availability percentages. This data may be obtained from the Office of Human Resources and will be shared with the Search Chair at the beginning of the search process.
2. WCU's normal recruiting area for tenure track faculty and administrative positions is nationwide. Recruitment for a vacancy should not be limited to the state or to one region or to a small number of institutions. Limited advertising should be considered and will be approved only in emergency situations in which a less than full recruitment effort can be fully justified. Questions about this should be addressed to the Director of Employment and Affirmative Action Programs. Normally, only a fixed-term appointment will be approved in such a case and a full search will be conducted at a later time.
 3. State clearly in all announcements any contingencies relevant to the appointment such as grant funding, temporary or time-limited positions, or non-tenure track.
 4. All written announcements and advertisements must include the following:
 - The nondiscrimination statement "Western Carolina University is an Affirmative Action/Equal Opportunity Employer" or "AA/EOE" at minimum.
 - The statement: "Proper documentation of identity and employability are required at the time of employment".
 - The statement: "Final candidates for employment are subject to a criminal background check".
 - A "quicklink" directing candidates to the announcement at the online employment site (This can be obtained from the Office of Human Resources).
 - The name and contact information for whom to contact if there are questions about the position.

***If you are submitting a print ad in anticipation of receiving international applicants, contact International Programs and Services for guidance as to the wording and content of the ad.**

5. State purchasing regulations require a purchase requisition to be processed for paid job advertisements before ads are placed. Advertising departments can give an estimate of the cost of an ad for use in completing the requisition.

A listing of recruitment resources and/or contact information may be obtained from the Office of Human Resources.

D. Recruitment Costs

The following guidelines apply in determining the unit of the university that is responsible for bearing such administrative costs as:

- Announcements and advertisements
- Postage
- Charges for paid ads
- Telephone calls
- Search committee members' mileage and/or motor pool charges for travel with candidates to and from the airport
- The secretarial time recruitment entails:
 1. The costs of these recruitment activities for faculty members in a department are normally the responsibility of the recruiting department.
 2. Such costs involved in the recruitment of a department head are the responsibility of the department and/or the college, as determined by the dean.
 3. The costs of recruiting for deans or other positions reporting directly to any Vice Chancellor are the responsibility of the Office of the Provost or appropriate Vice Chancellor or Chief of Staff.

E. Special Recruitment Exceptions to the Standard Recruitment Process

1. These guidelines for faculty and EPA non-faculty recruitment and selection were established to ensure compliance with federal and state EEO laws. While operating in the spirit of Affirmative Action and Equal Opportunity, there are, on rare occasion, extenuating circumstances that may make it necessary to deviate from the standard search procedures. Under these extenuating circumstances, when it can be shown that the absence of advertisements and a regular search do not conflict with achieving the equal opportunity goals of the University, regular recruitment procedures may be waived.
2. All requests for waivers must be initiated by the academic department or administrative unit and must be fully supported by the Provost, appropriate Vice Chancellor and/or Chief of Staff. The request for waiver should be forwarded (with appropriate approvals) to the Director of Employment and Affirmative Action Programs with a full explanation of the department's reasons for requesting the exception and recommending the appointment. The request and recommendation must contain sufficient information to demonstrate that the appointment of the candidate is not inconsistent with the University's equal employment opportunity commitment. Upon review and approval, a response will be forwarded to the person originating the

request along with guidance on how to proceed. Approval must be obtained prior to any personnel action.

3. Examples of special permission exceptions that may be granted include:
 - An opportunity arises to recruit a scholar of great eminence.
 - The requirements for certain positions are sufficiently specialized that they can be filled by only a limited number of scholars, all of whom are professionally renowned in their particular specialty.
 - Emergency hire (due to unforeseen personnel emergency such as immediate resignation, medical incapacitation or death of a current employee immediately prior to the start of or during the course of a semester). Emergency hires may only be used to fill positions on a fixed-term basis for no more than one year, except in the case of an interim or acting administrative appointment, in which case the appointment may be extended.
 - Internal searches are granted when there is knowledge of strong candidates that are already employed by the University.
 - Current candidate pool requests are granted to fill a vacant position with an existing, diverse pool of candidates that resulted from a previous search that required the same general qualifications as the vacant position.

III. Screening the Applicant Pool

A. Processing and Screening of Applicant Vita/Materials

1. Candidate application materials are automatically accepted and maintained via the online employment system. Upon successfully applying for a position, candidates will receive a confirmation number and email acknowledging that their application materials have been accepted.
2. The department head, search committee chair, or other designated person reviews all applicant files to identify qualified applicants and records the appropriate status in the online employment system. Each applicant's qualifications are compared with the advertised criteria to determine whether the candidate meets the minimum qualifications for the position..
3. Candidates applying through the online employment system will receive an acknowledgement and confirmation of application and are asked to provide voluntary race and gender information during the application process. As a result, it is no longer necessary for departments to mail the race and gender form to candidates requesting this information. Race and gender information of individual candidates will be maintained independently by the Office of Human Resources and will remain confidential.

4. **NOTE REGARDING EMAIL:** Search committees wishing to advise candidates of their status by email must obtain the permission of the individual candidates before corresponding with them by email. This may be done by asking all candidates to send an email message giving permission to keep them informed of their status throughout the search using email if they so desire. The permissions should be kept on file (electronically or hard copy) until the position has been filled and the search is completed.
5. The applicants who do not meet the minimum advertised qualifications should be sent a letter thanking them for their interest and indicating they do not meet the minimum requirements for consideration. A sample letter is provided in the Appendix to this document.
6. If a closing date has been established in the advertisement, applications received after the closing date may NOT be included in the pool.
7. All candidates for advertised positions must apply through the online employment system as hardcopy application materials will not be accepted. Candidates who apply via means other than the online employment system should be directed to the online employment site and informed that their hardcopy materials will not be considered. Candidates requiring assistance with the online employment system may be directed to the Office of Human Resources. ***Please note that certain application materials such as letters of reference, official transcripts, work samples, etc. that can not be submitted electronically may be submitted in hardcopy format. Specific instructions for submitting hardcopy materials that accompany the online application should be clearly indicated in the position announcement.**
8. Create a “master file” of the qualified and non-qualified applicants. This would minimally include a list of the names of the applicants with basic data such as degrees, experience, and any listed preferences.
9. The Office of Human Resources can provide a mail merge document for departments and search committees that include the names and mailing addresses of applicants for use in mailing notification letters.

B. Reviewing the Applicant Pool

1. After a date set by the search committee, or the advertised closing date, the committee meets to share observations and narrow the pool of applicants for further investigation. This is the “short list” of candidates who will be called for questioning and discussion and for whom references will be checked. At this point, the status for candidates comprising the short list should be changed to “Qualified-Seriously Considered Candidate” in the online employment system. **Note: All candidates should be designated as “Qualified” or “Does Not Meet Minimum Qualifications” prior to**

moving candidates into a status of “Seriously Considered Candidate”. If an outside search firm is used, a representative of the firm will review the “short list” with the search committee.

2. After a vacancy is advertised, a decision may be made not to fill the position or to postpone the effective date of an appointment. If such a decision is made, all applicants must be informed of the changes.

C. Office of Human Resources Approval of the Applicant Pool

The general purpose of these recruitment and selection procedures is to assure nondiscrimination in the establishment of an applicant pool and screening process. Early in the search process, the Director of Employment and Affirmative Action Programs and/or EEO Compliance Officer will supply the search committee with nationwide data on the approximate percentage of women and minorities available for tenure track faculty and administrator positions requiring a terminal degree. The applicant pool should approximate the national availability percentages.

1. The applicant pool must be approved by the Office of Human Resources and all candidates recommended for on-campus interviews must be approved by the appropriate Dean’s office and the Office of the Provost prior to being invited to campus. To initiate this approval process, the Department Head, Search Committee Chair, or designated representative should:
 - Identify each candidate to be interviewed in the online employment system and change their status to “Interview Requested”.
 - Ensure that all recruitment/advertising sources have been disclosed in the online employment system.
 - Provide a brief memo outlining the request to bring candidates to campus (this can be added in the notes section of the online employment system) and ensure that the curriculum vita (or resume for non-faculty positions) and the AA-21 form are included for each candidate in which interviews are requested (please contact the Office of Human Resources if assistance is needed with placing the AA-21 form in the online employment system). **Note: The AA-21 form is only required for positions with teaching/instructional responsibilities. Non teaching positions should submit the Credentials Verification form.**
 - Select “Submit interview candidates to the Dean” to forward the request to the appropriate Dean’s office for approval.

- Upon approval by the appropriate Dean's office, the request will then be forwarded to the Office of the Provost for approval and verification of teaching credentials.
 - Upon Office of the Provost approval, the request is forwarded to the Office of Human Resources for approval of the applicant pool (this step replaces the hardcopy Equal Opportunity Interim Report). If the representation of women and minorities in the applicant pool does not approximate their availability in the work force, the search may need to be expanded and additional recruiting may need to occur. If the closing date has passed, the search may have to be reopened. Statistical data on the demographic representation of the applicant pool will be provided to the Search Committee Chair by the Office of Human Resources.
 - Once the applicant pool has been approved by the Office of Human Resources candidates may be invited to campus for interviews.
 - **Note: The applicant pool and teaching credentials for recommended candidates must be approved before candidates are invited to campus for interviews.**
2. Search committees should establish screening procedures to insure nondiscrimination in the application of their selection standards.

IV. Interviewing

A. Checking References

1. Using the lists generated during the position analysis and observations gathered from applicant files, the committee will compile a set of questions for exploration over the telephone. Refer to the ADA Guide to Interview Questions and the Guide to General Interview Questions found in the Appendix.
 - a. Questions for the applicants. This list is generally short, but usually includes questions that seek to clarify some points about the person's experience. Questions that must always be asked include:
 - Current interest in the position
 - Acceptability of salary range
 - Verification of permission to contact references, including others who may know the applicant's work history
 - b. Questions for references. This list, with few exceptions, is composed of the same questions for all candidates. Most questions are open ended and designed to promote elaboration by the reference. Getting honest and complete answers at this stage is one of the most important things a search committee member does.

2. Committee members contact the candidates and their references, keeping careful records of answers to all questions. These discussions are confidentially shared with the search committee only, and answers to the questions are transcribed and kept in the position search file (which is retained in the Department Head's or appropriate vice chancellor's office for a period of 3 ½ years.)

B. Selecting Final Candidates

1. Candidates should be carefully screened and a final pool established. A final pool of one qualified applicant is NOT acceptable.
 - a. Persons remaining in the final pool should be ranked in priority order so the top one or two can be selected for a campus interview.
 - b. More than two interviews may be approved in exceptional cases but careful selection should be exercised as a matter of sound staffing procedure and to conserve limited funds.
2. If a finalist in the pool is currently employed at another institution in the UNC system, the Provost must be informed. System-wide policies in such cases must be observed in securing clearance for an interview.

C. Additional Screening and OHR Approval

Before inviting final candidates to visit campus, several verifications are needed.

1. Candidates will only be issued invitations to visit the campus after it is determined that the candidate:
 - Is a top candidate and as strong as paper qualifications suggest.
 - Has serious interest in the position.
 - Has a realistic salary expectation in relation to WCU funding capabilities. These conditions should be checked by telephone calls before a campus visit is requested or arranged.
2. The **AA-21 Form** should be completed for candidates who will be invited to campus. The purpose of this form is to verify that the candidates have been issued official, accredited degrees as claimed and meet established minimum qualifications for faculty (Non-faculty searches should continue to use the Verification of Credentials Form).

D. Approval for Campus Interviews

Campus interviews for faculty must be approved in advance by the appropriate dean and the Provost, and the appropriate vice chancellor or Chief of Staff if the position is administrative.

1. A memo is submitted via the online employment system to the appropriate Dean and the Office of the Provost requesting approval to bring faculty candidates to campus for an interview. If the position is administrative, the memo should be submitted to the appropriate vice chancellor or chancellor. Each candidate for whom such approval is requested should be listed by name along with his/her present title and employment. For each candidate, a statement should be made addressing the issues listed in Section C.1 above. Additional materials that should accompany the Request to Interview include:
 - a. The vita or resume (automatically attached to candidate file in the online employment system).
 - b. The completed AA-21 form.
 - c. A copy of the transcript, if available. Searches for administrative positions may require a copy of the transcript.
3. All travel requests must be filed in advance of the travel date. This should be done after the request to interview is approved, and as soon as travel arrangements and dates are finalized. Requests must be processed sufficiently early to permit compliance with state travel regulations. Internal processing procedures and mail time require a minimum of one week.

E. Interview Arrangements

1. The search committee chair contacts approved candidates, invites them to visit campus for an interview, and a date for the interview is established.
2. A discussion is held with each candidate regarding proof of eligibility to work in the United States.

NOTE: Proof of eligibility to work in the U.S. When candidates are contacted to invite them for an interview, they should be asked if they have proof of eligibility to work in the U.S. If the candidate indicates a problem with such proof, a discussion should be held with them about this matter. The results of this conversation should be taken into consideration, especially when inviting candidates who state they cannot provide such proof. (You may not ask to see proof of eligibility until after an offer of employment has been extended).

- a. If there are questions about the employment status of a candidate, the Office of International Programs is available to provide information/assistance regarding VISA eligibility requirements. Additional information may also be found at http://www.wcu.edu/ips/international_faculty_oncampus.htm
- b. Documents acceptable to establish proof of eligibility are listed on the reverse of the Form I-9, Employment Eligibility Verification. See the

appendix for a copy of this document. Candidates are not asked to complete the I-9 at this stage in the process.

4. A member of the search committee or other designated person should assist candidates as needed with travel and lodging arrangements. Candidates should be advised they must pay travel expenses, except for lodging in Madison Hall, and will be reimbursed after the visit.
5. A written interview schedule should be prepared. Essentially the same format and pattern of scheduling should be used for all the candidates to be interviewed.
6. Each interview should be carefully planned to allow the candidate to meet with the search committee, members of the department, members of related departments, the department head, and the dean. If the position is administrative, other appropriate individuals should be included.
7. The interview schedule must always include a meeting of each candidate with the department head or departmental tenure committee to discuss faculty evaluation as outlined in Administrative Memorandum 338 (copy in Appendix). Candidates are to be provided with a copy of the departmental TPR document.
8. If the appointment is intended to be at the level of associate professor or above, to a department head position, or to another position involving administrative duties, the candidate's schedule should include an appointment with the Provost or the appropriate vice chancellor.
9. If time permits, each candidate should be sent a copy of his or her interview schedule. Otherwise, the schedule should be given to the candidate upon their arrival to campus.
10. A copy of the interview schedule and the candidate's vita should be made available to each person scheduled to interview the candidate in advance of the meeting.
11. Any exceptions to these general guidelines will be stated at the time an interview is authorized.

F. Candidate Visits

1. The search committee will have a list of previously prepared questions. While it is inevitable and desirable that the candidates' backgrounds and experiences will require unique questions, it is important for comparability that there be a set of uniform questions to be asked of each candidate.

NOTE: There are questions that should not be asked of any candidate for legal reasons. See the lists in the Appendix concerning questions related to Equal Opportunity guidelines. Everyone who intends to speak to the candidate in any situation should review this list.

2. If an approved travel request is on file in the Office of the Provost, one meal with the candidates (for faculty or administrative positions within the Academic Affairs division) as a guest accompanied by a limited number of search committee members (normally no more than three) can be paid from a special account maintained in the Office of the Provost. Prior approval for meals for other administrative positions is required from the office of the appropriate vice chancellor.

NOTE: The Office of the Provost has made arrangements with some local restaurants to invoice the Office of the Provost for these meals. A list of the restaurants that honor the voucher is available from the dean's office or from the Office of the Provost. Meal vouchers are issued on the day the candidate visits campus. As in planning all phases of the interview, care should be taken to keep costs reasonable. These arrangements do not extend to other divisions. For administrative positions outside the Academic Affairs division, the appropriate vice chancellor's office is accountable.

G. Candidate Expenses and Reimbursement

1. The candidate must pay all expenses initially and then furnish receipts to be reimbursed.
2. **PLEASE NOTE:** State funds may not be used to reimburse candidates from within the university system. A search committee that desires to interview a candidate from within the university system should contact the dean or Provost or appropriate vice chancellor about other sources of funding candidate expenses.
3. A travel reimbursement form must be signed by the candidate in order to reimburse him/her for travel expenses. The search committee chair/department head should secure the signature of the candidate on a travel reimbursement form immediately upon the candidate's arrival. Receipts can be attached later and the forms processed.
4. The state will pay for a maximum of a three-day/two-night visit by each candidate, unless a longer stay will result in a lower cost for the trip. (If a candidate can purchase an airline ticket, tourist or coach class only, at a reduced rate with a Saturday night stay, they are encouraged to do so, if such a purchase will result in a lower cost for the trip.)

5. If a private automobile is used, the reimbursement for mileage must be less than the amount that would have been paid for round-trip tourist/coach airfare. Rental cars may not be paid except with advance approval.
6. The maximum subsistence allowed is \$85 per day, or a total of \$200 per visit. If the candidate stays in Madison Hall, the only allowance is for meals.
7. The maximum per visit, set by the Office of the Provost, including transportation, housing, meals, etc., is \$1,000. Any exceptions must be approved in advance by the appropriate vice chancellor or chancellor.
8. WCU travel advances to the candidate or ticket purchases on behalf of a candidate in advance of a visit are not permitted.
9. State regulations do not permit payment for alcoholic beverages, private telephone calls, or other personal items.
10. The department head/search committee chair secures from the candidates interviewed all receipts needed to support a travel reimbursement, completes the reimbursement form previously signed by the candidate, and processes it through normal channels to the Provost or appropriate vice chancellor. When the expenses are being paid by the Office of the Provost, the budget code will be entered on the reimbursement form by the Office of the Provost.

NOTE: The Office of the Provost or appropriate vice chancellor's office will pay costs described above in items 1 - 8 provided the interview has been approved in advance by the Provost. All other expenses must be borne by the department or college concerned.

V. Decision to Offer the Position

A. Selecting the Successful Candidate

1. When all interviews have been concluded, the search committee chair:
 - a. Secures the recommendations of the search committee and others by whom the candidates were interviewed;
 - b. Consults with the department or college tenure and promotion advisory committee as provided in the WCU tenure document; and
 - c. Makes a recommendation to the dean and consults with the dean regarding the selection.
 - d. The dean contacts the Provost or appropriate vice chancellor to discuss making an unofficial offer to the recommended candidate.

B. Unofficial Offer

1. When a preliminary offer is made to a recommended candidate, it must be clear that the discussion is unofficial.

NOTE: No binding salary, rank, or other offers concerning employment conditions may be made to the candidate until the appointment and the conditions are approved by the Provost or appropriate vice chancellor and a successful background check has been completed. The written, official offer of a position is issued by the Provost or appropriate vice chancellor.
***All offers of employment are contingent upon the successful completion of a criminal background check.**

2. If prior service credit is requested by any candidate, the chair of the search committee must confer with the department tenure and promotion advisory committee concerning the request before making a recommendation to the Provost.
3. If the unofficial offer of an appointment is not accepted by the top candidate, the department may:
 - Recommend the offer of an appointment to the next preferred candidate in the pool, following the procedure as before.
 - Reopen or extend the search. See Section VII.
 - Applicant statuses in the online employment system should be updated to reflect candidates offered/not accepted prior to recommending a second candidate or reopening the search. If an offer is declined the reason for non-acceptance (if known) should be documented.

VI. Appointment

A. Required Approval Process

1. The approval process for the selected candidate should be completed in the online employment system. To complete this process the following steps should be followed:
 - Ensure that the status of all applicants in the pool have been appropriately updated to reflect their final disposition.
 - Change the status of the recommended candidate to “Recommend for Hire” and select “Begin Hiring Proposal”.
 - Complete all appropriate sections of the Hiring Proposal Form and select “Submit Hiring Proposal to Dean”. **Note:** Hiring proposals that are being submitted by a user other than the Department Head should select “Submit Hiring Proposal to Department Head” for initial approval. Hiring proposals for non-faculty EPA positions in non-academic divisions should be submitted to the appropriate Director and/or Vice Chancellor for approval.

- When completing the Hiring Proposal and updating applicant statuses, please state the reasons for selection of the candidate recommended. The reasons cited must be non-discriminatory and unrelated to the race, creed, color, gender, religion, national origin, age, disability, or veteran status of the candidate. Do the candidate's qualifications coincide with the published requirements for this position and the duties that you actually expect to be performed?
- A cover memo accompanying the documents listed above should address the requested salary and rank, as well as a full statement of the conditions under which the appointment would be made, including a request for prior credit should be attached to the Hiring Proposal.
- Upon receipt, the dean will either approve the Hiring Proposal and forward to the Provost or will return to the submitter as not approved.
- After processing and approval by the Office of the Provost (or appropriate Vice Chancellor) the Hiring Proposal is forwarded to the Office of Human Resources for final Affirmative Action/Equal Employment Opportunity review and approval and for completion of a criminal background check.
- Upon final approval by the Office of Human Resources to include the successful completion of the criminal background check, the hiring department will be notified that all approvals have been obtained.

NOTE: In order to avoid complications and delays in placing the appointee on the payroll and in arranging fringe benefits, be especially certain that the candidate's social security number and name are correctly entered on the AA-7. **They must be exactly as they appear on the social security card.**

B. Official Offer and Acceptance

As soon as the Hiring Proposal is approved, a contract for employment and an appointment letter will be sent to the candidate by the Office of the Provost or appropriate vice chancellor's office. The appointment letter is written by the vice chancellor making the official offer to the candidate with copies to the dean and department head. A contract is included with the letter for the candidate's signature and faculty should return the contract to the Office of the Provost. Administrators should return the contract to the Office of Human Resources. The contract is issued subject to the approval of the Chancellor. Appointment letters for EPA non-faculty positions will be written by the Office of Human Resources and sent to the selected candidate by the appropriate Vice Chancellor.

C. Post-Appointment Procedures

1. The responsible hiring department will send the original contract to the Office of Human Resources as soon as the signed contract is received.
2. The following documents are required for all newly hired faculty and EPA non-faculty. All documents, unless otherwise noted, must be completed and submitted to the Office of Human Resources prior to a new faculty member beginning work.
 - Official transcripts (**due to Human Resources within 30 days**)*
 - Curriculum Vita**
 - Application for Employment*
 - Contract/Appointment Letter
 - AA-21 form (completed and submitted prior to interview)
 - Verification of Credentials form (Non-instructional positions only)
 - EEO Demographic Information form
 - Veteran Status form
 - FERPA form
 - I-9 form: All new faculty members are required to complete an I-9 form by the first day of work and have it verified by the University within three days of employment.
 - U.S. Citizenship & Immigration Services BASIC Pilot Program Verification
 - Criminal Background Check Verification***
 - Federal/North Carolina Tax forms (W-4/NC-4)

** Terminal degrees from foreign institutions must be evaluated by an appropriate transcript evaluation service to ensure equivalency with U.S. degree requirements*

*** Denotes that information is captured in the online employment system and will be obtained by the Office of Human Resources*

**** Criminal background checks will be completed by the Office of Human Resources*

3. When an offer of an appointment has been accepted, the department head and/or chair of the screening committee must observe the following procedures:
 - Notify all remaining candidates in the pool that the position has been filled. This step may be completed by either letters sent via U.S. Mail or through automated email from the online employment system. Hardcopy letters should be sent to candidates without a valid email address.

- Maintenance of candidate files, statuses, and reasons for selection/non-selection will be maintained in the online employment system. Any hardcopy materials relating to the hiring process that are accumulated during the course of the search (to include evaluation sheets, letters of reference, interview notes, etc.) should be maintained as a search file in the department head's or dean's office for a minimum of 3 ½ years. After 3 ½ years, the file may be shredded.
- Administrative Memorandum No. 338 (copy in Appendix) requires that:
 - a. "Clear and specific statements of criteria for evaluation of faculty performance at every level (institution, college, department) are provided in writing and discussed with each probationary faculty member before initial employment and at the beginning of the first term of employment..."
 - b. "A record of these discussions is kept in the individual's personnel file."
 - c. The record of these discussions is kept on file in the dean's office.

VII. Reopening the Search

If the search is unsuccessful, the search committee chair should notify the Provost or appropriate vice chancellor. These steps should be followed when reopening a search:

1. By memorandum to the Provost or appropriate vice chancellor, approval is requested to reopen the search. If the job description or requirements have been changed, a new job advertisement must be approved and it should be attached to the memorandum. If the Provost or appropriate Vice Chancellor approves the request, it is forwarded with attachments to the Office of Human Resources.
2. The Provost may decide to reopen the search with new requirements and time lines, or to convert the position to a fixed term position. If the position is converted to fixed term, it should still be advertised and a reasonable time period for recruitment should be provided. Exceptions are made only in the case of emergency.
 - a. All candidates in the previous pool must be contacted and request a response as to whether they wish to remain candidates.
 - b. Notify each candidate of any changes in qualifications or conditions of employment.
 - c. Identify and implement any broadened recruiting measures that may be productive.
 - d. Review the new pool and select the best qualified candidate.

VIII. Hiring of International Faculty

WCU is committed to increasing the diversity of our faculty. There are specific policies in place concerning the recruitment and hiring of international job applicants. Department Heads and College Deans can find out more about the H-1B petition process when intending to recruit and/or hire international faculty. Before you begin the search process, please consult with International Programs and Services and review [Western Carolina University Policy #92: Hiring International Faculty at WCU](#) and H1-B Visa Hiring Guidelines for Departments/Colleges. For additional information regarding the hiring of international faculty to include H1-B Visa and PERM application guidelines please visit <http://www.wcu.edu/ips/Faculty.html>

**WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES**

APPENDICES

Forms:

Faculty Employment Contract
Employee Data Form
I-9 form
AA-21, Certification of Credentials and Qualifications (Faculty)
Verification of Credentials (EPA Non-faculty without teaching responsibilities)
FERPA form

Samples:

Phrases for job advertisement on Ph.D. requirement
Acknowledgment letter, qualified applicants
Acknowledgment letter, non-qualified applicants
Notification letter to unsuccessful candidates
Suggested general questions to ask of telephone references
ADA guide to interview questions pertaining to medical conditions
WCU guide to general interview questions

General:

Administrative Memorandum No. 338,
Tenure and Teaching in the University of North Carolina

Date of Offer _____

Date Offer Expires _____

**WESTERN CAROLINA UNIVERSITY
FACULTY EMPLOYMENT CONTRACT**

I am pleased to submit your contract subject to the terms and conditions stated below:

- 1 NAME _____
2 TITLE _____ RANK _____
DEPARTMENT _____ COLLEGE _____
2. EMPLOYMENT PERIOD _____ MONTH BASE _____
3. Your salary will be \$ _____ payable in _____ equal monthly installments of \$ _____ each, the first of which will be dated _____. Individuals who are employed on less than a 12-month base, who fail to fulfill this contract, are obligated to refund any payments made on the anticipated fulfillment of this contract which are in excess of the amount actually earned. (see Faculty Handbook)
4. This appointment is subject to the WCU Tenure Policies and Regulations as found in the Faculty Handbook, dated _____ including any future amendments thereto. You agree to observe and promote WCU's rules, regulations, and ideals.
5. Future salary adjustments, as appropriate, shall be made in accordance with applicable policies as established by the Board of Governors of The University of North Carolina or the Board of Trustees of Western Carolina University.
6. Duties will normally be assigned by the Department Head, subject to the approval of the dean and/or Vice Chancellor for Academic Affairs. Additional duties also may be required by the Dean or other appropriate administrative officials.
7. This contract is the entire agreement between the University and the faculty member with respect to the subject matter hereof and supersedes any and all prior understandings and agreements, oral and written, relating hereto. Any amendment hereof must be made in writing and upon mutual agreement of the parties.
8. Type of appointment
____ a. Fixed-term appointment for the employment period specified above.
____ b. Probationary appointment for the employment period specified above; _____ year of maximum 7 year probationary period.
____ c. Continuation of employment in this position during the employment period specified above and any possibility of reappointment is contingent upon continued availability of grant funds and/or such funds described in Section 111. F. of the WCU Tenure Policies and Regulations and Section 602(7) of The Code of the University of North Carolina.
____ cl- Full-time appointment
____ e. Part-time appointment (percent of time will be _____%)
____ f. Appointment subject to cancellation if enrollment in course(s) is not sufficient.
____ g. The provisions of Section 604C of the UNC Code and Section III.B.3. of the WCU Tenure Policies and Regulations apply to this appointment.
9. Subject appointment is contingent upon proof of identity and employability as required by federal immigration law; failure to provide such proof as required by law terminates this appointment.
10. _____ This appointment is contingent upon final approval by the Board of Trustees/Board of Governors and cannot be considered final unless that approval is received.
11. Special Stipulations:
(a) Prior service credit: _____
(b) Other: _____

I accept this contract:

Faculty member

Date

Chancellor

Date

Copies to: Faculty member; Vice Chancellor for Academic Affairs; and Dean of the College. All three copies of this contract must be signed and returned to the Vice Chancellor for Academic Affairs; via Department Head and Dean, within _____ days from date. One copy will be returned to the faculty member immediately after approval by the Chancellor.

WESTERN CAROLINA UNIVERSITY

EMPLOYEE DATA FORM

PLEASE PRINT/TYPE ALL DATA

Name: _____ Preferred First Name: _____
Please print Last Name First Name Middle Name
Suffix: (Please circle one): Dr. Miss Ms. Mr. Mrs.
Primary Department: _____ Office Location: _____ Office Phone #: _____
Home Address: _____ City: _____
State: _____ Zip: _____ Home Phone: () _____ Cell Phone: () _____
Date of Birth: _____ Gender: M _____ F _____ Marital Status: _____
Month/Day/Year (voluntary)

Ethnic category (please check one):

- W ___ White - A person (not of Hispanic origin) having origins in any of the original peoples of Europe, North Africa, or the Middle East.
B ___ Black - A person having origins in any of the Black racial groups of Africa
H ___ Hispanic - A person of Mexican, Puerto Rican, Cuban, Central or South America or other Spanish culture origin, regardless of race
A ___ Asian or Pacific Islander - A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands and Samoa.
I ___ American Indian or Alaskan Native - A person having origins in any of the original peoples of North America, and who maintain culture identification through tribal affiliation or community recognition
O ___ Other - please indicate

EMERGENCY CONTACT

Contact: Last Name: _____ First Name: _____ Middle Initial: _____
Relationship: _____ Contact Telephone Number () _____
Spouse/Significant Other/Mother/Father/GrandParent/Child/Friend/Sister/Brother/Guardian/Relative/Neighbour During your work schedule
Address of Contact: _____ City: _____ St: _____ Zip: _____

VETERAN INFORMATION

Please circle the appropriate box regarding your veteran status:

- N - Not a Veteran
V - Vietnam Era Veteran 8/5/64 - 5/7/75
D - Special Disabled Veteran is identified as (a) a veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Department of Veteran's Affairs for a disability (i) rated at 30 percent or more, or (ii) rated at 10 or 20 percent in the case of a veteran who has been determined under Section 1506 of Title 38, U.S.C. to have a serious employment handicap or (b) a person who was discharged or released from active duty because of a service-connected disability. Please select one of the following:
___ Vietnam Era Veteran
___ Other Veteran
___ Vietnam and other Veteran
O - Other Eligible Veteran is defined as a veteran who has served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized. To identify the campaigns or expeditions that meet this criterion, please refer to the back of this page and circle the campaign which qualifies you for "Other Eligible Veteran" status.

Have you retired or been discharged from active military duty within the past 12 month period? Yes No

Signature

Date

Western Carolina University
Certification of Credentials and Qualifications for a Faculty/Staff Appointment

AA 21

Name of Appointee _____ Department _____
 Position Number _____ College _____
 Employment Start Date _____ Graduate Teaching Assistant: ___yes ___no
 Teaching Field _____ Teaching Field CIP Code _____

| Earned Degrees | Field of Study | CIP code | Institution |
|----------------|----------------|----------|-------------|
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |

The Southern Association of Colleges and Schools (SACS) has established minimum qualifications for faculty. This form documents that faculty being appointed at Western Carolina University meet these standards. This form (and attachments) must be submitted with the interim report when requesting to interview a new faculty member or with the AA7 when hiring part time faculty members.

1. () a. The highest earned degree is from an institution accredited by a regional accrediting agency (each geographic region of the US has an accrediting agency equivalent to SACS).
- () b. The highest earned degree is from a foreign institution (or a non-accredited US Institution). An explanation AND Alternative Justification Form must be attached.
2. () a. The highest earned degree possessed (or to be awarded by _____ (mo/yr)) is considered to be the terminal degree in the field in which the faculty member will teach.
- () b. The terminal degree is not possessed (and is not expected in near future).
 - () i. The candidate will not teach graduate courses.
 - () ii. Alternative qualifications justify the candidate teaching at the graduate level. The Alternative Qualification Justification Form must be attached.
3. () a. The candidate holds at least a master's degree, and the candidate's transcript shows at least 18 graduate semester credits in the teaching field. (GTAs must have acquired 18 graduate hours in the teaching field.)

If 1b or 2bii is checked, the Matrix of Qualification Form must be attached. Specific qualifications of the candidate for each course that the candidate will teach must be addressed and documented in addition to the curriculum vita.

| | |
|----------------------------|---------------------------|
| <i>Certified by / Date</i> | <i>Approved by / Date</i> |
| Department Head _____ | College Dean _____ |

Attach the following:

- Vita of appointee
- Copies of Licenses (as appropriate)
- Copy of transcript of highest earned terminal degree (provide official transcript to Human Resources within first 30 days of employment)
- Alternative Qualification Justification Form (as needed)

This form becomes part of the official personnel file.

**CERTIFICATION OF CREDENTIALS AND QUALIFICATIONS
FOR A FACULTY APPOINTMENT**

ALTERNATE QUALIFICATIONS POINTERS

- Work experience prior to working with Western Carolina University. WCU experience cannot be used in the justification for the teaching qualifications. Include specific information with years of service, institution and duties. List relevant courses taught prior to WCU and identify as graduate or undergraduate courses.
- Licensures and certifications. You must attach copies of appropriate licensures and certifications. This information must be maintained in personnel files). Note whether license/certificate is current or expired and if valid in State of NC and expiration dates, if any.
- Consultations, publications, exceptional scholarly or creative activity, etc. that are relevant to the teaching position. This information must be documented in the faculty's curriculum vitae.
- Professional organization memberships, invited memberships, committee chairs or memberships, elected offices, and awards related to the teaching position.
- Graduate level courses taken that are applicable to the courses to be taught. List these by name and course hours (or highlight on transcript); use these courses in cases where degree relationship to teaching discipline is questionable (on matrix).
- Justify that there are insufficient numbers of graduates with terminal degrees in the discipline. Give specific documentation of degree programs in existence, numbers of graduates annually, etc.
- If faculty has supplemental credentials in related fields, identify tie to related disciplines.

The above are areas that may be used to justify alternative credentials. The list is not inclusive. Use of one or more alternative justification areas does not guarantee that the candidate meets Western Carolina University's credential qualifications for employment. All decisions will be made on a case-by-case basis.

**Matrix of Relevant Qualifications and Course Outcome Objectives
(for Alternative Qualifications)**

Faculty Member:

| Course prefix, number, & title | Course Outcomes | Relevant Qualifications (be explicit and match specifically to course outcomes/objectives)- | | | | |
|--------------------------------|-----------------|--|--|--|--|--|
| | | | | | | |
| Course: | | | | | | |
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| Course: | | | | | | |
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**WESTERN CAROLINA UNIVERSITY
EPA VERIFICATION OF CREDENTIALS**

Verification must be complete during the recruitment process, before a candidate is invited to campus for an interview.

Transcripts and Professional Licenses: If official copies are not obtained, verification must be performed by telephone. Official transcripts are due in Academic Affairs Office within 30 days of employment. Please complete all relevant credential items.

CANDIDATE NAME: _____

CREDENTIALS BEING VERIFIED:

Highest

Degree earned: _____ University _____

Date of Degree _____

Name of person who provided verification _____

Professional license: _____ Agency _____

Date of License _____ Expiration date _____

Name of person who provided verification _____

Work experience: _____

Date of experience: _____

Name of person who provided verification _____

Other (include appropriate date(s):

DATE OF VERIFICATION _____

SIGNATURE _____

(Dept. Head or representative)

DEPARTMENT _____

DATE OF EMPLOYMENT OF CANDIDATE: _____

Revised 10/1/97

**STATEMENT OF UNDERSTANDING
REGARDING USE OF DATA COVERED BY
THE FAMILY EDUCATIONAL RIGHTS AND
PRIVACY ACT OF 1974 (FERPA)**

**This Form is Required To Gain Electronic Access To Student Data
And is Required of all Instructors and Advisors**

- I understand that as an employee of Western Carolina University (WCU), or as a contractor working on behalf of the WCU System, I will be granted access to records which contain individually identifiable information which is protected by the Family Educational Rights and Privacy Act of 1974.
- I acknowledge that I fully understand that the intentional disclosure by me of this information to any unauthorized person(s), or the use of this data outside the limited scope and reasons to which access is granted, could subject me to criminal and civil penalties imposed by law.
- I acknowledge that such access is granted on the need to fulfill employment responsibilities and that no data will be copied, stored, disclosed or otherwise used except in the fulfillment of these duties.
- I further acknowledge that such willful or unauthorized disclosure also violates Western Carolina University's policy and could constitute just cause for disciplinary action including termination of my employment regardless of whether criminal or civil penalties are imposed.

Print Name: _____

Signature: _____

Date: _____

Note: Upon completion of this form, please submit to the Provost Office, HFR 560 for processing.

For more information visit our web site at <http://www.wcu.edu/provost>

**WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES**

Sample Phrases Regarding “Ph.D. Required”

Ph.D. required, or compelling evidence that degree will be completed no later than June 1, 2002.

Earned doctorate (on or before Sept. 1, 2002).

It is assumed that all candidates will have completed all Ph.D. requirements by August 31, 2002.

All requirements for the Ph.D. in _____ must be completed at time of hire. (WCU attorney interprets this to mean the date employee signed the contract, not the date they go to work. Time of hire could be March or April.)

Ph.D. completed by start date.

Ph.D. by July 2002.

The position requires the Ph.D. degree in hand by June 2002.

Candidates must have the Ph.D. in hand at the time of application.

Completion of the Ph.D. by August 2002 is an important consideration for appointment as Assistant Professor.

A doctorate is required. (Dissertation written prior to Sept. 2, 2002, with a defense scheduled no later than Dec. 2002.)

Ph.D. or finishing stages of dissertation required.

**WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES**

Sample acknowledgement letter for unqualified applicants

Dear (Title, Name):

Thank you for your application for the position of _____.
After careful review of your application materials, the search committee has determined that your qualifications do not meet the advertised requirements for this position. Thank you for your interest in this position and Western Carolina University.

Sincerely,

Search Committee Chair

**WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES**

Sample letter for notification of unsuccessful candidates after completion of search

Dear (Title, Last Name):

This is to inform you of the status of the search for the position of _____. After careful consideration of our pool of applicants and interviews with the top candidates, we have filled this position. The quality of the applicant pool was excellent, and each of those interviewed proved to be a strong candidate.

Thank you for your interest in this position and Western Carolina University.

Sincerely,

**WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES**

**Suggested General Questions to Ask of References
During Telephone Interviews**

Vacant Position Title: _____

Name of Search Committee Member: _____

Name of Applicant Under Consideration: _____

Name and Position of Reference: _____

Date of Interview: _____ Day and Time of Call: _____

Telephone Number Called: _____

Instructions:

PLEASE RECORD ANSWERS CAREFULLY AND COMPLETELY!

NOTE: You will be asked to give these written notes to the Search Committee Chair at the end of the search process. This information will become part of the official file. Take care not to record information that may be interpreted as unlawfully discriminatory, such as “the person is too old,” “has an arrest record,” “has a bad credit record,” “is a friend or relative of someone at Western,” “is divorced or separated,” “is disabled,” etc.

Have on hand a copy of the job advertisement.

Give your name and identify yourself as a member of a search committee at Western Carolina University.

Give the reference the name of the person for whom you are requesting a reference.

Give the reference the title and a brief description of the position being filled. Inform the reference that this is a confidential call, that you will be writing down the answers to the questions, and that the reference may speak frankly with you.

Questions:

1. In what capacity do you know or have you known the candidate?
2. Do you know why the candidate applied for the position?
3. What are the candidate's job-related strengths? Ask for examples.
4. What are the candidate's job-related weaknesses? Ask for examples.
5. How does the candidate deal with conflicts, for example, personnel issues, etc.? Ask for examples.
6. Is the candidate responsible and dependable? Ask for examples.
7. Do you think the applicant might be a good "fit" at Western Carolina University?
8. Would you hire the applicant if you were in a position to do so?

Thank the reference for taking the time to talk with you about the candidate.

**WESTERN CAROLINA UNIVERSITY
ADA GUIDE TO INTERVIEW QUESTIONS
PERTAINING TO MEDICAL CONDITIONS**

Inquiries You Cannot Make:

Do not ask questions about whether the individual has a current disability or a past disability.

Do not ask whether the individual has any serious illness (such as AIDS), back problems, a history of mental illness or any other physical or mental condition.

If the individual has a disability that is obvious to the interviewer (such as an applicant that is missing a limb or uses a wheelchair),

- Do not inquire how the individual became disabled or the prognosis for applicant.
- Do not ask questions about the nature or severity of the applicant's disability.
- Do not comment in any way on the individual's physical condition except as described below.

Do not ask questions about the applicant's medical problems by requesting the applicant to identify if he or she has or has ever suffered from a list of ailments, such as:

- | | |
|--------------------|-------------------|
| * Diabetes | * Hepatitis |
| * Heart Conditions | * Arthritis |
| * Back Problems | * Migraines |
| * Ulcers | * Visual Problems |
| * Hearing Problems | |

Do not ask whether the applicant has ever been treated for drug addiction or alcoholism.

Do not ask how many days the applicant was absent from work last year because of illness.

Do not ask questions of applicants with disabilities that you do not ask of other applicants, except as described below.

Inquiries You Are Permitted To Make:

You may ask whether the individual needs any reasonable accommodations or assistance during the hiring or interviewing process.

You may ask about the individual's ability to perform essential job functions.

You may give a copy of the job description to the individual that identifies all essential functions and ask whether the individual is able to perform all of those essential functions with or without a reasonable accommodation.

You may describe the job and ask whether the individual can perform those functions.

You may state the University's standards and expectations and ask if the individual can meet those standards. For example,

- You may state the University's drug policy;
- You may state the University's standards for on-the-job alcohol consumption;
- You may state the University's smoking policies;
- You may state the University's standards for attendance, including the availability or lack of availability of leave for newly-hired employees;
- You may state the performance standards and expectations for a particular position;
- You may ask about current use of illegal drugs (only if all applicants are asked this question);
- You may ask an individual how he or she could perform tasks, and with what accommodations, if the applicant indicates that he or she can perform the tasks with an accommodation;
- You may ask an individual to voluntarily disclose whether the individual has a disability if, and only if, the University is a federal contractor with obligations under the Rehabilitation Act, has affirmative action obligations under the Rehabilitation Act, has affirmative action programs for persons with disabilities, or you are otherwise instructed that you may do so for reasons relating to federal funding of programs;
- If the individual has an obvious disability or another disability known to you that you believe may interfere with or prevent the individual from being able to perform the essential functions of the job;
- You may ask the individual to explain or demonstrate how he or she can perform the essential functions of the job, with or without a reasonable accommodation;
- If an applicant has a known or obvious disability that would not interfere with or prevent performance of the job, you cannot ask or require the applicant to demonstrate

performance of a job function, unless all applicants for those positions are required to do so.

Inquiries You Must Make After an Offer for Employment has been Made

If the individual indicates that he or she has a disability and may require a reasonable accommodation:

You must inquire about the types of accommodations the individual believes may be necessary.

You must make inquiries with the individual and, if necessary, with others, as to the nature and costs of the accommodations that may be necessary.

If the individual has an obvious disability or a disability known to you that you believe will interfere with the applicant's ability to complete the pre-employment procedures, including pre-employment testing,

You must raise that concern with the individual and inquire whether the individual will require any reasonable accommodation during the hiring process.

Restrictions On Hiring Decisions

Do not refuse to hire an individual because the individual has asked for an accommodation.

Do not refuse to hire or consider an individual for a position merely because that person has a disability or is associated with a person with a disability.

You must make or ensure that an individualized analysis is made before an applicant with a disability is rejected because of an inability to perform essential job functions or as direct threat to the health and safety of the applicant or others. These decisions cannot be made based upon generalizations, stereotypes, or assumptions.

If the position for which the individual is applying is one where the University requires a medical examination, you must inform all applicants for those positions that any offer of employment is conditioned upon satisfactory results of a medical examination.

You must contact the Equal Opportunity Programs Office, personnel department, or Vice Chancellor for Academic Affairs, for advice and guidance on every individual, prospective as well as current employee with a disability who:

- Requests a reasonable accommodation;

- You are considering rejecting because of a physical or mental condition;
- You are considering rejecting because of an inability to perform the essential functions of the job.

**WESTERN CAROLINA UNIVERSITY
GUIDE TO GENERAL INTERVIEW QUESTIONS**

| | ACCEPTABLE | PROHIBITED |
|--|---|--|
| Arrest Records | None. | Number and kinds of arrest. |
| Availability for Work on Weekends, Evenings | If asked of all applicants and it is a business necessity for the person to be available to work weekends and/or evenings. | Any question about religious observance. |
| Birthplace & Residence | Applicants place of residence, length of applicants residence and/or city where employer is located. | Birthplace of applicant or applicants parents; birth certificate, naturalization or baptismal certificate prior to hiring. |
| Child Care | None, unless asked of all applicants. | Inquiry into child care arrangements of only female applicants. |
| Citizenship | Whether applicant is prevented from lawfully becoming employed in this country because of visa or immigration status. | Whether the applicant or spouse or parents are U.S. Citizens. |
| Conviction Records | Inquiry into convictions if job related. | Any inquiry about conviction, unrelated to job requirements. |
| Creed or Religion | None, except where religion is a bona fide occupational qualification. | Applicants religious affiliation, church, parish, or religious holidays observed. |
| Credit Records | None, unless job related. | Inquiries about charge accounts, bank accounts, etc. |
| Family Status | Whether applicant has responsibilities or commitments which prevent him/her from meeting work schedules if asked of all applicants regardless of sex. | Marital status, number and age of children, spouses job. |
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|----------------------------|--|--|
| Height & Weight | None, unless job related. | Any inquiry unrelated to job requirements. |
| Languages | Languages applicant speaks or writes fluently if job related. | Applicants mother tongue, language used by applicant at home, or how applicant acquired the ability to read, write, or speak a foreign language. |
| Marital Status | None. | Whether applicant is married, single, divorced, separated, engaged, widowed. |
| Military Service | Military experience or training. | Type of condition of discharge. |
| Name | Whether applicant has worked under a different name. | The original name of an applicant whose name has been legally changed or the national origin of an applicants name. |
| National Origin | None, except whether applicant is legally eligible to work in the U.S. | Applicants lineage, ancestry, national origin, descent, parentage, or nationality of applicant, or applicants parent or spouse. |
| Organizations | Applicants membership in professional organizations if job related. | All clubs, social fraternities, societies, lodges, or organizations of which applicant belongs. |
| Photographs | None except after hiring. | Photograph with application or after interview but before hiring. |
| Pregnancy | None. | Any inquiry into pregnancy, medical history of pregnancy or family plans. |
| Race or Color | None. | Applicants race or color of applicants skin. |
| References | Name of character references. | Name of applicants pastor or religious leader. |

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|--------------------------|---|---|
| Relatives/friends | Names of applicants relatives already employed by your organization or a competitor but you may not give preference if women and minorities are under represented in your work force. | Names of friends working for the company or relatives other than those working for the company. |
| Sex | None, except where sex is a bona fide occupational qualification (BFOQ). | Any inquiry except where BFOQ. |

Emphasis added

THE UNIVERSITY OF NORTH CAROLINA
OFFICE OF THE PRESIDENT

ADMINISTRATIVE MEMORANDUM

SUBJECT Tenure and Teaching in the
University of North Carolina

NUMBER 338
DATE September 28, 1993

I. Introduction

At the November 1992 meeting of the Board of Governors, questions were raised about the procedures and criteria for the awarding of tenure and about the evaluation, recognition, and reward of teaching, particularly in tenure decisions. The Chairman of the Board referred the questions and concerns to two standing committees, the Committee on Personnel and Tenure and the Committee on Educational Planning, Policies, and Programs. The report entitled *Tenure and Teaching in the University of North Carolina*, adopted by the board on September 10, 1993, distilled what was learned by the committees and recommended additional steps to encourage good teaching within the University and to see that the quality of teaching continues to be a prime consideration in tenure decisions.

In its report, the board reaffirmed the concept of tenure. The central question that led to the review was whether sufficient consideration is given to the quality of teaching when tenure decisions are made. The board recognized that the relative importance given to the three major functions of teaching, research, and public service varies at specific institutions depending upon their respective missions. Nevertheless, the report confirms that, regardless of classification, "each institution should view teaching as a core requirement. The board states in its long-range plan that teaching or instruction is the primary responsibility of each of the UNC institutions. Thus while neither teaching for service nor research is the sole measure of a faculty member's competence and contribution at any UNC institution, teaching should be the **first** consideration at all of the UNC institutions."

II. Recommendations

This memorandum lists the recommendations adopted by the Board of Governors and provides instructions to be followed by the constituent institutions in complying with them,

1. *That the Board of Governors, through the President of the University, instruct the Chancellors of each institution to do the following:*

- a. *Review institutional mission statements, tenure policies, and the criteria for making faculty personnel decisions and, where necessary, to revise them so as to give explicit recognition to the primary importance of teaching in the University.*
- b. *Revise institutional policies and procedures, as necessary, to require (1) that clear and specific statements of criteria for evaluation of faculty performance at every level (institution, college/school, department) are provided in*

writing and discussed with each probationary faculty member before initial employment and at the beginning of the first term of employment and with each candidate being reviewed for reappointment or tenure at the beginning of the year in which the review is scheduled to be made, and (2) that a record of these discussions be kept in the individual's personnel file:

- c. Review procedures for the evaluation of faculty performance to ensure (1) that student evaluations and formal methods of peer review are included in reaching evaluation procedures, (2) that student evaluations are conducted at regular intervals (at least one semester each year) and on an ongoing basis, (3) that peer review of faculty includes direct observation of the classroom teaching of new and non-tenured faculty and of graduate-teaching assistants, and (4) that appropriate and timely feedback from evaluations of performance is provided to those persons being reviewed.

Any proposed revisions to institutional mission statements necessitated by the review referenced in Recommendation Ia. should be submitted to the President by January 21, 1994 so that they can be acted upon prior to adoption of the revised long-range plan. A full report on actions taken in response to Recommendation I with respect to criteria for faculty personnel decisions and policies and procedures for evaluation of faculty teaching performance at both the undergraduate and graduate levels should be sent to this office by April 4, 1994. Proposed changes to tenure policies and regulations, which require the approval of the President and the board, should be separately identified in the report.

2. *That the President of the University be asked to report on these reviews to the Board of Governors by July 1, 1994.*
3. *That the Board of Governors, through the President of the University, call upon the chancellors of institutions which do not now have awards for outstanding teaching to establish such awards either campus-wide or at the college/school level.*

Institutions that do not now have awards for outstanding teaching should submit a report on the actions taken in response to Recommendation 3 by April 4, 1994.

4. *That the Board of Governors create annual system-wide teaching awards with monetary stipends which are designated "Board of Governors' Awards for Excellence in Teaching." (The Chairman of the Board of Governors should name an ad hoc committee to work out the details and present recommendations concerning implementation of this proposal.)*

Chairman Poole has appointed an ad hoc committee to work out the details to implement the awards. Institutions are invited to submit recommendations or suggestions by December 1, 1993 for the consideration of this committee.

5. *That the Board of Governors seek appropriations for each campus in biennial budget requests to establish or to strengthen centers and activities designed to encourage and support teaching excellence and to improve teaching effectiveness throughout the University.*

The report recognized the special efforts of many institutions to emphasize professional development activities intended to have a direct and positive impact on teaching. But it also acknowledged that greater efforts need to be made in this regard at a number of campuses, especially those with limited resources available for such initiatives. Despite financial strains, it declared that "each institution should allocate a portion of its budget for faculty development and target a specific

part of that for the development of teachers and teaching." It is the board's clear expectation that an institution which does not have a special center for teaching and learning should plan to create such a center as soon as possible. The report also urged institutions to provide tangible incentives and encouragement for tenured and non-tenured faculty and graduate assistants to take advantage of these professional development opportunities. In addition, Recommendation 5 commits the board to seek appropriations in biennial budget requests to give greater support to centers and activities designed to encourage and support teaching excellence.

6. *That greater efforts be made to develop and strengthen the teaching skills of graduate students, and that the Board of Governors ask the President to prepare, in consultation with the university-wide Graduate Council, a report with specific guidelines and recommendations for the training, monitoring, and evaluation of graduate students who teach courses in UNC institutions.*

A committee from the University-wide Graduate Council is addressing this recommendation and should report to general Administration by February 1, 1994. Thereafter, the Council's proposals will be shared with constituent institutions for their reactions and comments.

Copies of the report on *Tenure and Teaching in the University of North Carolina* are being printed and will be provided to constituent institutions. Chancellors should ensure that the report is disseminated as widely as possible among the faculty, especially among department chairs and members of department personnel committees.

C.D. Spangler, Jr.

cc: Chief Academic Officer