

Samford University Faculty/Department Chair Search Process

Office of the Provost

Samford University

Mission

The mission of Samford University is to nurture persons in their development of intellect, creativity, faith, and personhood. As a Christian University, the community fosters academic, career, and ethical competency while encouraging social and civic responsibility and service to others.

Core Values

The Samford community values lifelong:

- belief in God, the Creator of heaven and earth, and in Jesus Christ, His only Son, our Lord
- engagement with the life and teachings of Jesus
- learning and responsible freedom of inquiry
- personal empowerment, accountability, and responsibility
- vocational success and civic engagement
- spiritual growth and cultivation of physical well-being
- integrity, honesty and justice
- appreciation for diverse cultures and convictions
- stewardship of all resources
- service to God, to family, to one another, and to the community

Vision

Anchored in Christian understanding, Samford University will be a diverse community, stressing vigorous learning and personal faith in the Baptist tradition. Within that commonality, the Community will be *innovative* in teaching, learning and research; *sensitive* to global issues; *aggressive* in self-assessment and continuous improvement. Faithful to its mission, Samford will be known and acknowledged worldwide by holding to its core values. The world will be better for it.

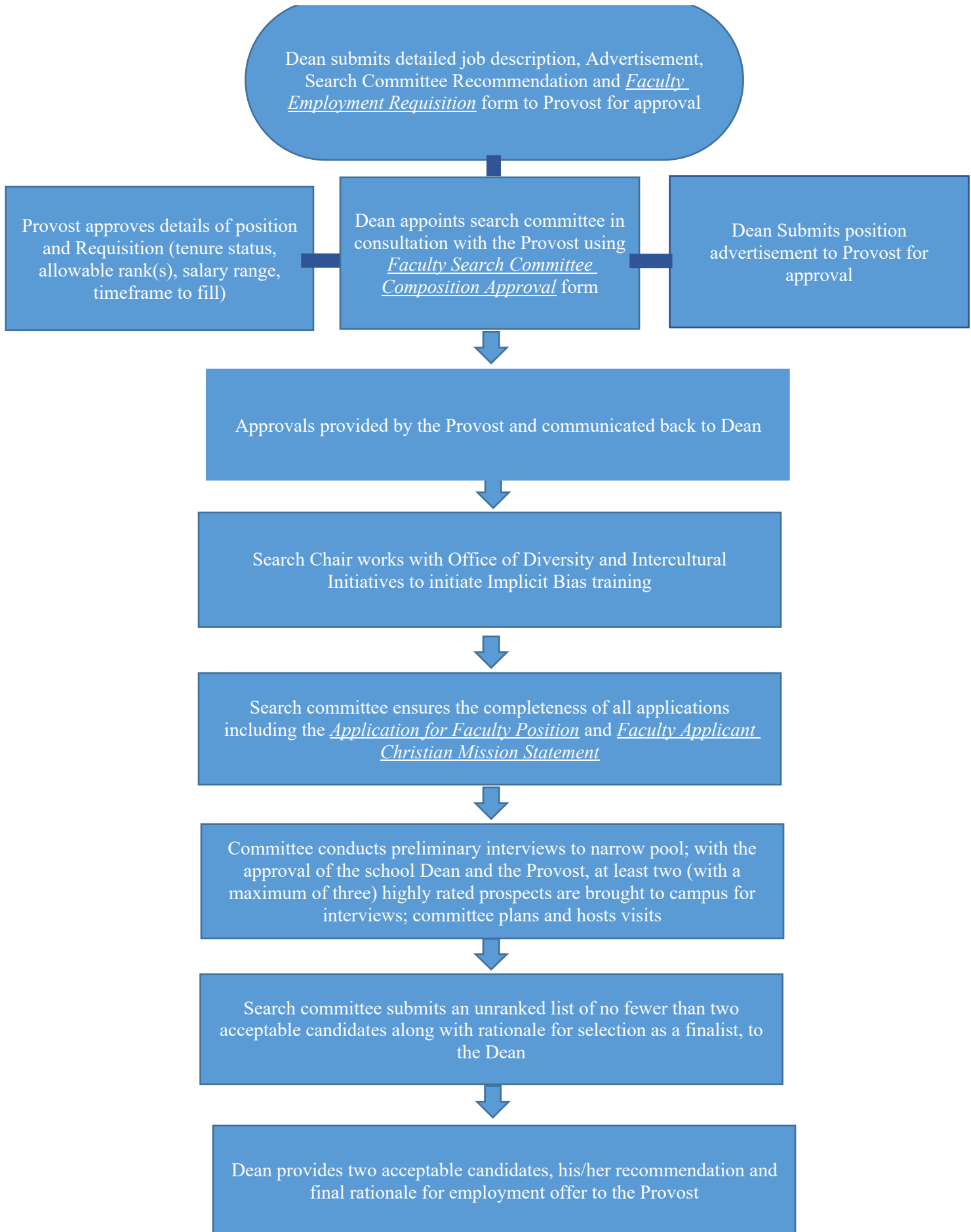
Source: *Samford University Faculty Handbook* (revised 5/ 2017), pp. 1-2.

Value Orientation

Samford University espouses a philosophy of higher education anchored in Christian faith and values. These values include a dedication to truth, honesty, love, and social responsibility as reflected in Jesus Christ. One's conduct, conversation, and attitudes with students, in and out of the classroom, should exemplify these values. The University supports an active advocacy of Christian belief and practice on the part of its faculty. In all facets of campus life, it seeks to inculcate Christian ideals through the example of its representatives. As an institution founded and supported by a religious constituency, it desires its teachers to manifest a vit'II spiritual life nourished by participation in a chosen community of faith.

Source: *Samford University Faculty Handbook*, A6.1.1, p. 42 (revised 5/ 2017)

Faculty Search Process Flowchart



Detailed Outline of Faculty /Department Chair Search Process

- The Dean submits to the Provost (a *Faculty Employment Requisition* form (Appendix A) with a detailed job description; Search Committee Recommendation and electronic advertisement.
 - A) The Provost denies or grants permission for the search. If the search is approved the Provost will indicate any changes to 1) whether the position is fulltime, adjunct or visiting; 2) the allowable rank(s); 3) the tenure status (tenure-track, non-tenure or temporary; 4) the salary range at which the position may be funded and available budget; and 5) the date/ timeframe within which the position is to be filled.
 - B) The job advertisement should include details from the job description. The Provost's Office will pay for ads to be placed in a standard set of publications/ websites (see Appendix B: Advertising for Faculty Positions)
 - Note: The hiring department may choose to place ads in up to two professional journals (\$500 allocated by the Provost's Office; additional journals or expenses beyond \$500 must be funded by the hiring department).
 - Once the advertisement copy is approved, ads will be placed by the Provost's Office in the Chronicle of Higher Education, Higher Ed Jobs and Diversity Issues. All other ad placements will be the responsibility of the hiring department.
 - C) The Dean appoints /recommends the search committee.
 - A search committee chair is appointed; particularly in the case of department chair searches, it is not necessary for the committee chair to be a member of the hiring department. At least one member of the committee should be a faculty member or administrator from an academic unit in another college or school on campus (for CHS schools, there must be a faculty member from a school other than CHS). All committee members (excluding ex officio) will hold full privileges as committee participants, including final voting. The Dean and the Provost (or their designees) are ex-officio members of all search committees and are free to participate fully in the search process. The Dean must receive approval from the Provost for the composition of the search committee before the committee may begin its work (Appendix C: *Faculty Search Committee Composition Approval* form).
 - D) Search Committee Members must attend Implicit Bias Training prior to review of applications. The Office of the Provost will communicate to the Dean and the Chair of the Committee, once the committee has been approved, so that implicit bias training may be scheduled. Individuals who have received Implicit Bias Training in the past 12 months, will not need to attend.
- Faculty search committee guidelines:
 - A) In addition to such standard expectations as a cover letter, curriculum vita, statement of teaching philosophy, sample course syllabi and student course evaluations, all applicants must complete and submit the university *Application for Faculty Position* (Appendix D) and *Faculty Applicant Christian Mission Statement* (Appendix E). No application will be considered complete without the submission of the university Application for Faculty Position and Faculty Applicant Christian Mission Statement forms.

In every respect, external and internal candidates will be handled identically throughout the search process.

- B) The search committee will check the final applicant references and will conduct phone / online interviews; however, no more than three finalists may be scheduled for campus visits without the approval of the Provost. All campus visit expenses are covered by the Provost's Office; however, those expenses must follow the *Policy on Faculty Recruitment Expense* (Appendix F)

- C) Recognizing that campus visits may differ by academic discipline, Deans and search committees are encouraged to ensure that each candidate brought to campus teaches a class, gives a presentation related to his or her scholarship, meets with departmental and school faculty, meets with the search committee, Dean, Associate Provost for CHS and Provost and, if possible, spends time with students in small group settings. The Dean's designee on the committee should solicit input and feedback from the students who interacted with the candidate (s) as well as the faculty at large.

- D) The committee will provide the Dean with an unranked list of no fewer than two acceptable candidates.

- E) Search committee submits an unranked list of no fewer than two acceptable candidates along with rationale for selection as a finalist, to the Dean. The terms of the unofficial offer must be conveyed to and approved by the Provost in writing prior to communicating the offer to the candidate. All communications with the Dean and the candidate must clearly state that this is an unofficial offer and that an official offer will be sent by the Provost's Office. The new faculty hiring form must be completed and submitted to the Provost's Office so that the official offer letter may be sent to the candidate.

Additional Guidance for Committees and Committee Chair

Search Committee Chair – Information to be used as reference throughout the process.

Please limit candidate meals to 1 or 2 individuals plus the candidate. Limit overnight stays to 1 night as often as possible. Also, be sure to schedule a benefits appointment for the candidate during their interview by contacting HR's Leslie Carlisle or Janah Brasher lcarlisl@samford.edu / jbrashe2@samford.edu.

Review of applications by committee May begin 30 days after posting, but no earlier unless otherwise approved.

Search committee

All meetings of the search committee including selections, deliberations, interviews, and candidate presentations should be scheduled in a way which allows all members to fully participate.

Note: VISA Question that may be asked of candidates - The following question may be asked of candidates:
Will you now or in the future require sponsorship for eligibility to work in the U.S.?

Answer Options:

1a) If the answer is yes, future sponsorship is required, but they are currently eligible to work in the U.S. because they have a H1-B, OPT or other valid work visa type – we must let them know that we will be unable to sponsor them in the future, but we should evaluate their credentials to remain in the pool, if they so choose.

1b) If the answer is yes, future sponsorship is required, but they are not currently eligible to work in the U.S., because they need sponsorship, they should not be considered further in the process.

2) If the answer is no, because they are currently eligible to work in the U.S. and they state that they will pay for their own costs for immigration-citizenship requirements, they should remain in the pool.

For Option 1a and 2 who are currently eligible to work in the U.S. on an existing visa, it will be noted in the LOA that visa sponsorship by Samford will not be considered in the future. Any expenses for USCIS services will not be incurred by Samford.

Provost office representation on committee

If a member of the Office of the Provost has been appointed to serve as an ex-officio on the search committee. The primary role of this position is to ensure the consistent application of institutional policies, procedures, and legal practices. He/she is not a *voting member, unless specified otherwise*, of these committees but should be able to fully participate in the selection process by providing feedback on candidates and selection process and procedures.

Provost office interview of campus visit candidates

Before candidates are brought to campus, Deans should send the finalists to Provost for approval of campus visit. For faculty positions, individual appointments with the Provost are not required but rather an individual appointment should be scheduled with the Provost's representative on the search committee based on his/her availability and schedule. Individual Provost meetings are required for all dean and chair candidates. The search committee chair should communicate with Susan Kalinich about the Provost's availability prior to setting the chair or dean candidate's in person or virtual visit date.

Implicit Bias training (Information previously shared in e-mail).

As the search committee chair, please reach out to your search committee members to determine when Implicit Bias training may be scheduled. Training must be completed prior to the review of applications. Individuals who have received training within the past 12-months will need not attend (please check with your committee members if they have previously received training, as this information will need to be communicated to the Office of Diversity).

Attached please find a link for scheduling implicit Bias training for your committee from The Office of Diversity and Intercultural Initiatives. Please allow up to 10 days from the request date for the Office to schedule the training. The training lasts about 45 minutes. The training can be either in person or via zoom at the behest of the committee chair. The training is interactive, and cameras will need to be on throughout the entirety of the training. Please note that there are no pre-recorded modules for self-study for completing this training. If in person, social distancing requirements will need to be maintained. You may denote your preference on the training request form. <https://www.samford.edu/departments/diversity/training-request-form>

Also, as Chair, please let Susan Kalinich and Nidia Spence know once training of committee members has been completed, so that the applications may be accessed.

Ms. Jenee' Spencer (bspencer@samford.edu or 726-4216) in the Office of Diversity and Intercultural Initiatives will be able to assist with additional questions that you may. Please communicate with her directly for questions or additional information on training.

September 26, 2022

Appendices

Appendix A: Faculty Employment Requisition Form

**SAMFORD UNIVERSITY
FACULTY EMPLOYMENT REQUISITION**

School: _____ **Department:** _____

Position Requested: _____ **New Position** **Replacement**

Faculty Member Being Replaced: _____ **Start Date:** _____ **PCN:** _____

Type Position:	Duties:	Rank:
<input type="checkbox"/> Full-time Faculty	<input type="checkbox"/> 9-month LOA	<input type="checkbox"/> Professor
<input type="checkbox"/> Part-time Faculty	<input type="checkbox"/> 12-month LOA	<input type="checkbox"/> Associate Professor
<input type="checkbox"/> Visiting Faculty	<input type="checkbox"/> Courses per year	<input type="checkbox"/> Assistant Professor
<input type="checkbox"/> Administrative Faculty		<input type="checkbox"/> Instructor
		<input type="checkbox"/> Librarian
		<input type="checkbox"/> Associate Librarian
		<input type="checkbox"/> Assistant Librarian
		<input type="checkbox"/> Other (specify): _____

Status:
 Regular tenure track
 Regular non-tenure track
 Temporary: _____ # years

Qualifications/special skills/training/experience desired: _____

Provide reason for the request/justification for the position, including how you intend to fund the position if it is a new position. If more space is needed, attach supporting documentation/data.

If a stipend will be involved, specify job title and additional duties for stipend: _____
_____ **Stipend PCN:** _____

Salary range: \$ _____ **Budgeted salary:** \$ _____ **Stipend:** \$ _____

Specify FOAPAL(s) for budgeted salary and stipend:
Index: _____ Fund: _____ Org: _____ Acct: _____ Prog: _____
Index: _____ Fund: _____ Org: _____ Acct: _____ Prog: _____
Index: _____ Fund: _____ Org: _____ Acct: _____ Prog: _____

APPROVED:	DATE:
Department Head _____	_____
Dean: _____	_____
Provost/Designee: _____	_____
PCN: _____	_____

Appendix B: Advertising for Faculty Position

Advertising for Faculty Positions

All ads for faculty positions are to be placed in the following publications:

1. Chronicle of Higher Education
 - a. General Ad \$250/ each
 - b. Include Diversity Network postings \$199/each**\$449/ each, total**

2. Higher Ed Jobs
 - a. General Ad \$320 each
 - b. Include Diversity & Inclusion e-mail \$60/each**\$380/ each, total**

3. Diversity Issues in Higher Education
 - a. General Ad **\$385/each**

The hiring department may choose up to two (2) professional journals (additional journals or expenses beyond \$500 must be funded and initiated by the hiring department) **\$500 total**

Total Cost for advertising paid by Provost Office: \$1,714

Appendix C: Faculty Search Committee Composition Approval Form

Appendix D: Application for Faculty Position

Certification of Employee (READ CAREFULLY)

APPLICATION FOR FACULTY POSITION

Office of the Provost and Executive Vice President
800 Lakeshore Drive
Birmingham, Alabama 35229



Samford University complies with applicable laws prohibiting discrimination, including applicable provisions of and amendments to Titles VI and VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act, Executive Order 11246, Title IX of the Education Amendments of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, the Vietnam Era Veterans Readjustment Assistance Act, the Age Discrimination Act of 1975, and the Americans with Disabilities Act of 1990, and does not unlawfully discriminate on the basis of race, color, national origin, sex, age, disability, genetic information, or veteran status in admission or access to, or treatment or employment in, its programs or services. All employees at Samford University are employees "at will." No official of Samford University has the right to make any oral employment agreement with any applicant or employee or to make a commitment for a contract of employment for a definite duration. All faculty or other employment letters of agreement are valid ONLY if in writing and signed by the President of Samford or his designee.

(Please Print Plainly) Date of Application _____

Name _____
(LAST) (FIRST) (MIDDLE)

Present Address _____
(NUMBER) (STREET) (CITY) (STATE) (ZIP CODE)

Permanent Address _____
(NUMBER) (STREET) (CITY) (STATE) (ZIP CODE)

Home Telephone Number _____ - _____ - _____

Cell Phone Number _____ - _____ - _____

E-mail: _____

Are you legally authorized to work in the United States full-time and for all employers? _____

Position Desired: _____ Salary Expected _____

All relevant items below must be completed; however, you may attach supplemental materials if more space is needed.

EDUCATION

COLLEGE/UNIVERSITY	MAJOR SUBJECT	DATES ATTENDED	DEGREES EARNED
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

THESIS or DISSERTATION TITLES

Master's _____

Doctor's _____

TRANSCRIPTS

- I have provided with this application *original* transcripts (which bear the seal of the school) for all graduate work.
- I enclose *copies* of transcripts, but agree to provide *original* transcripts within 30 days, if employed.
- I will request that official transcripts be mailed to Samford University, Office of the Provost.
- My degree was earned at Samford University. I request that an official copy of my transcript be transferred to the Office of Provost.

EMPLOYMENT HISTORY (most recent listed first)

Position/Title/Rank	Employer	Address	Inclusive Dates

PUBLICATION / MAJOR PRESENTATIONS / PERFORMANCES / FUNDED RESEARCH (List most recent first; attach a full listing)

EXPERIENCE WITH EDUCATIONAL TECHNOLOGY (Software used personally / in the classroom)

RELIGIOUS AFFILIATION

Denominational Preference _____ Member of _____

REFERENCES (Include name, address, telephone [email address if known] for four references, at least one of whom is familiar with your religious activities)

Name	Address	City	State	Zip code	Telephone / Email

Have you ever been convicted of a felony? _____
yes
no

Appendix E: Faculty Applicant Christian Mission Statement

Appendix F: Policy on Faculty Recruitment Expense

Policy on Faculty Recruitment Expense

It is intention of the Provost's Office to conduct effective recruitment activities within the constraints imposed by budgetary allocations. Accordingly, the following policies provide guidelines for the administration of the recruitment budget as regards full-time faculty prospects. They are intended to supplement University policies on travel, entertainment, and guest expenses.

1. The University will pay for one visit of finalist(s) for a position. No more than three finalists should be brought to the campus in connection with any one vacancy except by approval of the Provost.
2. The University does not pay for the travel of children or other family members in connection with recruitment negotiations. However, children may accompany one of both parents if these arrangements do not involve additional expense to the University.
3. The most economical form of travel should be arranged, involving weekend or other special airline fares when available. Travel by automobile or by public conveyance should be chosen based upon the most economical arrangement. Candidates will be reimbursed at the University rate for mileage and/or air travel that they book.
4. Rental cars normally are not provided for the use of prospects while in Birmingham since it is more economical for members of the search committee to provide needed transportation; search committee members providing transportation may be reimbursed for mileage at the prevailing University rate.
5. The University pays the full cost of meals for entertaining prospects. Restaurants should be selected which offer meals at a cost within policy guidelines for Samford employees. The University will pay for up to a **maximum of two employees** present at a meal for the prospect. In no case will the cost of meals for Samford employees be reimbursed beyond the limits established by University policy.
6. In order to facilitate the monitoring of recruitment expenses, according to these guidelines, each request for budgetary approval or reimbursement should clearly identify the position being recruited. Recruitment expenses may be incurred only for positions approved to be filled by the Provost.
7. Each school pays for expenses related to the search prior to the campus visit except for advertising costs. (travel expenses will be reimbursed by the Provost's Office for the candidate) however, the school should try to purchase and pay for tickets/hotel stays via their dept.- and coordinate with purchasing (if Pcard purchase) to change the index code to the Provost Index code so that the charge is attributed to the Provost Office and not the school.

Appendix G: References to Foundational Documents Related to Faculty Searches

Overarching guides to all faculty/ chair searches:

- **Samford Policy 2.01**
- **Samford Faculty Handbook (sections A5.1 and A5.2)**

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APPLICABLE TO: Faculty

RESPONSIBILITY FOR ADMINISTRATION: Office of the Provost

TITLE: Faculty Employment

The determination of need for instructional personnel results from a two-fold assessment:

- (1) Each instructional unit, in consultation with the school dean, continuously monitors the adequacy of its teaching staff in the light of curricular requirements and student enrollments.
- (2) The Provost, in consultation with the President, regularly reviews departmental and school instructional activities to discover the points of greatest overload or underload. Based on these analyses, proposals for the expansion or contraction of faculty in a given area may originate with the department chair, school dean, Provost, or President.

At least once each year, or more often as needed, the Provost reviews all pending proposals for changes in staffing levels and, with the approval of the President, identifies faculty positions which are authorized to be filled. Vacancies created by resignation, retirement, non-reappointment, disability or death are not automatically authorized to be filled in the same area, since greater need may be determined to exist elsewhere or a reduction in the staffing level of a given program may be warranted by trends in student enrollment.

When a vacancy is declared, the Provost will indicate:

- (1) Whether the position is full-time, adjunct part-time or visiting;
- (2) at what rank(s) it may be filled;
- (3) whether it is tenurable or temporary;
- (4) the salary range at which it may be funded; and
- (5) the date or time frame within which it is to be filled.

The school dean is the primary coordinator of the selection process, except in the case of temporary instructors teaching limited sections of required work who may be secured primarily at the initiative of the department chair. In the case of major appointments involving ranked and tenurable faculty, a Search Committee is appointed by the school dean to insure thoroughness of investigation and balanced consideration of all applicants. The school dean and Provost are ex-officio members of all Search Committees and are free to participate fully in the search process.

All negotiations for employment of new faculty should be conducted under the following conditions:

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POLICY NUMBER 2.01

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- (1) The search for faculty should be based on prior agreements with the Provost and President as to the general terms of employment. These terms must be set forth in the *Faculty Requisition Form* which, once approved, should be followed in advertising for a position and in making general comments to prospects regarding such things as salary ranges and rank or tenure provisions. As negotiations near a conclusion and the dean is ready to formulate a recommendation, the details of the proposal should be sent to the Provost rather than the candidate. It is important that such recommendations include **all** provisions affecting the employment relationship including provisions for any special equipment beyond the standard package authorized for all new faculty.
- (2) Negotiations even with "finalists" for a position should be kept open and informal until agreement is reached internally by all parties regarding the terms of the offer. While it is certainly appropriate to write letters of encouragement and persuasion, it is best to leave any specific terms or conditions for clarification in the official Letter of Agreement from the President and Provost.
- (3) In referring a recommendation to the Provost and President for concurrence, please give adequate time to make an independent check in areas which may not have been covered adequately by the search process. Given the fact that most searches require several months to conclude, the Provost and President should be allowed a minimum of five working days to make their judgments. The Provost and President wish to be partners in ensuring a careful and effective recruitment process with enough built-in checks-and-balances to minimize mistakes.

Typical steps in the selection process include the following:

- (1) All resumes and applications on file are reviewed and additional applications are solicited by advertising the position and contacting leading academicians in the field.
- (2) Potential candidates are screened by reviewing their files (e.g., transcripts, publications), by checking with references and previous employers, and by suitable contacts with prospects through correspondence, telephone, and visits. In the case of potential candidates who are not citizens of the United States, a thorough review of the person's residency status must be conducted to determine whether the candidate has enough residency eligibility to make the candidacy viable. A decision should also be made prior to inclusion of a non-US citizen in a final pool concerning the potential of the candidate for obtaining permanent residency.
- (3) With approval of the school dean and the Provost, one or more highly rated prospects are brought to the campus for interviews which may include a guest lecture to a student or faculty group.

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- (4) On the same visit, or later as mutual consensus develops, a candidate acceptable to the Search Committee is interviewed by the school dean, and Provost, as well as by the President if he so desires.

Formal approval to employ a faculty member is authorized only the Provost or President in writing in response to a written recommendation of the school dean. The dean's recommendation should include as attachments a copy of the (1) *Employment Requisition for Faculty and Staff Positions*, (2) *Employment Form for Faculty and Staff*, (3) *Application for Faculty Positions* completed by the candidate, (4) *resume* of the candidate, and (5) *copy of transcripts*, if available. Final authority for appointment to the faculty of Samford University is vested exclusively in the Board of Trustees.

A5. FACULTY APPOINTMENT

A5.1 Faculty Appointments

Samford's criteria for the selection of faculty members are implicit in the University's purpose as stated in this Handbook. The University Foundational Statements include The Baptist Faith and Message of 1963, without amendment, as the University's corporate expression of institutional identity, but not as a test or limit of academic freedom for any of its faculty. The following areas are given serious consideration in selection of faculty members since, as a Christian institution, Samford attaches importance to attitudes, values, and convictions, as well as to academic qualifications: (1) quality of preparation in earning advanced degrees in a chosen specialty; (2) evidence of lifelong learning and intellectual vitality since completing formal preparation as a student; (3) support of the University's commitment to be a Christian institution; (4) demonstrated ability or strong potential and promise for outstanding teaching; (5) strong recommendations from one's professors, students, and colleagues, as well as one's personal, business, and religious associates; (6) character and personality traits consistent with the intended ethos of the campus; and (7) scholarly activity as indicated by performance and/or creative production, publications, involvement in professional societies, and research projects. Samford University is an Equal Opportunity Institution that complies with applicable law prohibiting discrimination in its educational and employment policies and does not unlawfully discriminate on the basis of race, color, sex, age, disability, veteran status, genetic information, or national or ethnic origin.

In accordance with trustee policy, prior to employment, a teacher of courses in religion or divinity must affirm the Baptist Faith and Message of 1963, including the preface, and without added interpretation. If the religion or divinity faculty member has other views, it is his/her responsibility to provide a written expression of beliefs that may vary from the Baptist Faith and Message of 1963. The faculty member's affirmation and any written expression provided will be treated as a confidential document and retained in the Provost's office.

The Provost works with the school deans to coordinate the recruitment process and to insure its nondiscriminatory character. An active file is maintained by the school dean of all resumes and applications received by their respective offices, copies of which are shared with those directly involved in the search process. In addition to collecting resumes and applications submitted by others, each department and school is responsible for identifying suitable prospects worthy of consideration should a vacancy occur. This may be done in part by maintaining close contact with leading scholars and professional societies in the various disciplines.

A5.2 Selection Process

The determination of need for instructional personnel results from a two-fold assessment:

- (1) Each instructional unit, in consultation with the school dean, continuously monitors the adequacy of its teaching staff in the light of curricular requirements and student enrollments.
- (2) The Provost, in consultation with the President, regularly reviews departmental and school instructional activities to discover the points of greatest overload or underload. Based on these analyses, proposals for the expansion or contraction of faculty in a given area may originate with the department chair, school dean, Provost, or President.

At least once each year, or more often as needed, the Provost reviews all pending proposals for changes in staffing levels and, with the approval of the President, identifies faculty positions which are authorized to be filled. Vacancies created by resignation, retirement, non-reappointment, disability or death are not automatically authorized to be filled in the same area, since greater need may be determined to exist elsewhere or a reduction in the staffing level of a given program may be warranted by trends in student enrollment.

When a vacancy is declared, the Provost will indicate: (1) whether the position is full-time, adjunct part-time or visiting; (2) at what rank(s) it may be filled; (3) whether it is tenurable or temporary; (4) the salary range at which it may be funded; and (5) the date or time frame within which it is to be filled. The school dean is the primary coordinator of the selection process, except in the case of temporary instructors teaching limited sections of required work who may be secured primarily at the initiative of the department chair. In the case of major appointments involving ranked and tenurable faculty, a Search Committee is appointed by the school dean to insure thoroughness of investigation and balanced consideration of all applicants. The school dean and Provost are ex-officio members of all Search Committees and are free to participate fully in the search process.

All negotiations for employment of new faculty should be conducted under the following conditions:

- (1) The search for faculty should be based on prior agreements with the Provost and President as to the general terms of employment. These terms must be set forth in the Request for Faculty Form which, once approved, should be followed in advertising for a position and in making general comments to prospects regarding such things as salary ranges and rank or tenure provisions. As negotiations near a conclusion and the dean is ready to formulate a recommendation, the details of the proposal should be sent to the Provost rather than to the candidate. It is important that such recommendations include **all** provisions affecting the employment relationship including provisions for any special equipment beyond the standard package authorized for all new faculty.
- (2) Negotiations even with "finalists" for a position should be kept open and informal until agreement is reached internally by all parties regarding the terms of the offer. While it is certainly appropriate to write letters of encouragement and persuasion, it is best to leave any specific terms or conditions for clarification in the official Letter of Agreement from the President and Provost.
- (3) [In referring a recommendation to the Provost and President for concurrence, please give adequate time to make an independent check in areas which may not have been covered adequately by the search process. Given the fact that most searches require several months to conclude, the Provost and President should be allowed a minimum of five working days to make their judgments. The Provost and President wish to be partners in ensuring a careful and effective recruitment process with enough built-in checks-and-balances to minimize mistakes.

Typical steps in the selection process include the following:

- (1) All resumes and applications on file are reviewed and additional applications are solicited by advertising the position and contacting leading academicians in the field.
- (2) Potential candidates are screened by reviewing their files (e.g., transcripts, publications), by checking with references and previous employers, and by suitable contacts with prospects through correspondence, telephone, and visits. In the case of potential candidates who are not citizens of the United States, a thorough review of the person's residency status must be conducted to determine whether the candidate has enough residency eligibility to make the candidacy viable. A decision should also be made prior to inclusion of a non-US citizen in a final pool concerning the potential of the candidate for obtaining permanent residency.
- (3) With approval of the school dean and the Provost, one or more highly rated prospects are brought to the campus for interviews which may include a guest lecture to a student or faculty group.
- (4) On the same visit, or later as mutual consensus develops, a candidate acceptable to the Search Committee is interviewed by the school dean, and Provost, as well as by the President if he so desires.

Formal approval to employ a faculty member is authorized only by the Provost or President in writing in response to a written recommendation of the school dean. The dean's recommendation should include as attachments a copy of the (1) *Faculty Employment Requisition*, (2) *Faculty Employment Form*, (3) *Application for Faculty Position* completed by the candidate, (4) *Resume* of the candidate and (5) copy of

transcripts, if available. Final authority for appointment to the faculty of Samford University is vested exclusively in the Board of Trustees.

(Revised, Board of Trustees)

(See also *Samford University Policy Manual*, 2:01 .)