UAB FACULTY SEARCHES

A Guide to Best Practices

To UAB chairs, other faculty, and staff:

Thank you for agreeing to participate in the search for a new faculty member. The recruitment of high-quality faculty is key to UAB's continued growth, and we are confident that, as accomplished leaders yourselves, you will identify the best and brightest to join us in helping to fulfill UAB's mission.

This guide has been created by the Office of the Provost and the Office of the Vice President for Diversity, Equity, and Inclusion. We firmly commit to the idea that our respective missions are entirely congruent. In other words, "high-quality," when applied to faculty members, means having not only the right personal traits and characteristics, academic credentials, and faculty experience, but also diversity in each of those categories.

This guide follows the steps of the recruitment process, from the initial idea and need for a position through the beginning of employment on campus. Be sure to review the additional resources listed with the steps to help your search go smoothly.

We wish you success in your searches.

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DEFINE THE NEED FOR THE POSITION

STEP 1: Prepare for the Search

As with any important project, upfront planning helps to ensure success. The first step—before writing a position description or promoting the job online—is to review the departmental/unit strategic plan and determine if a position can help achieve the plan's goals. Having a diverse work force should be among those goals.

Before a search begins, the unit head (such as a department chair), in consultation with the dean, must define the need to recruit faculty to fill a new position or a vacancy. The vice president for diversity, equity, and inclusion; the provost; and the dean must approve all faculty searches. Units also must follow search procedures and guidelines required by their college, school, or library.

Develop a Faculty Recruitment Plan

The unit head develops a faculty recruitment plan for each search. The plan should be as specific as possible, clearly defining the position's desired qualifications and specialty area along with a timeline for the search. Unit heads also should consider including details such as the budget and responsibility for recruitment expenses; the role of search firms (if needed); and the position's rank and type, tenure status, and funding source.

Write the Position Description

A clear position description is critical for attracting good applicants. Typically, the unit head and search committee, in consultation with the dean, write the position description. They should tailor the description to the unit's current and future needs rather than basing it on the work and expertise of the last person who filled the position.

The description should focus on qualifications that are important to the hiring unit, such as preferred area(s) of scholarship, experience, and disciplinary background. It also should be specific about the primary job responsibilities, provide an overview of the academic unit's commitment to diversity and inclusion, and support UAB's mission and strategic goals.

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DEFINE THE NEED FOR THE POSITION

Though position descriptions will vary, most should include:

— rank;

— appointment period (e.g., 9 months, 12 months);

— tenure eligibility;

— position title;

— proposed criteria for appointment, reappointment, promotion, and tenure, as detailed in UAB's promotion and tenure guidelines;

— area(s) of specialization;

— distribution of effort (e.g., instruction, research or other scholarly activity, service, administration, professional development);

— essential duties, including primary and secondary job functions;

— minimum and preferred qualifications;

— licensure and certifications;

— application deadline or the date when application review begins;

— anticipated appointment date;

— salary range or this statement: "Salary commensurate with qualifications and experience";

— statement describing the position, including specific functions, responsibilities, and relationships to other positions/reporting hierarchy; and

— credentials the applicant must submit (e.g., curriculum vitae, three reference letters, statement of teaching philosophy, etc.).

RESOURCES >>
Sample Position
Descriptions

STEP 2: The search committee oversees the recruitment and hiring process to ensure a fair, complete search and to select the most qualified candidate. Determining the composition of this group is a crucial task. After all, applicants choose new employers because of the people who work there—not because of beautiful weather or handsome buildings—and the committee serves as the face of UAB.

Best Practices for Committee Composition

▶ The dean, in consultation with the head of the hiring unit, typically selects the members of the committee.

▶ The unit head serves as search committee chair or selects another committee chair—typically a senior faculty member in the same unit or in a related area—in consultation with the dean. Successful searches require time and patience, and the committee chair should be able to commit to the additional work.

▶ Five to seven members is the ideal size for a search committee. The limited number helps facilitate decision making and scheduling of meetings.

▶ Members should understand the position requirements and commit to the mission and goals of both the unit and UAB.

▶ Diverse search committees show a good faith effort to generate a diverse applicant pool, and their input on recruitment strategies and interview questions allows for the representation of views of diverse constituencies. The committee should include members with varying experiences, perspectives, and expertise and present a balanced view of the hiring unit and UAB, with individuals of different genders, ages, and ethnic backgrounds. Some units may find it beneficial to involve students and staff members.

▶ Members should not be selected solely because they represent particular constituencies. Their selection should be based on the skill and judgment that they bring to the search process. Chairs should consider appointing some members from outside the unit.

▶ Where practical and feasible, the equity advisor should serve as a nonvoting member. Additionally, appointing a diversity advocate can ensure consistency with best practices in faculty search and hiring and a process that considers all candidates.

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APPOINT AND PREPARE THE SEARCH COMMITTEE

<< RESOURCES
Sample Search
Committee Charge

Search Committee
Protocol

Search Committee
Preparation Guide/
Implicit Bias Training

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APPOINT AND PREPARE THE SEARCH COMMITTEE

Search Committee Chair's Responsibilities

▶ The search committee chair serves as the group's official voice, communicating on the committee's behalf through the unit head to the dean. The dean or unit head is responsible for giving the committee a clear, specific charge (e.g., instructing the committee whether it is selecting a candidate or recommending a list of candidates).

▶ The search committee chair is the group's liaison to the unit head. The committee chair should maintain the official report of all committee activities, oversee record keeping, and emphasize the importance of confidentiality during the search.

▶ The committee chair sets the ground rules and manages committee business so that the group works effectively and efficiently. For example, the chair should set the timeline and deadlines for reviewing applications, interviewing, and making final recommendations.

▶ The committee chair must ensure compliance with institutional policies and applicable laws during the search.

▶ When appropriate, the committee chair must contact resources to assist the committee, including UAB Human Resources, the Office of the Provost, the Office of Counsel, and the Office of Diversity, Equity, and Inclusion. The Office of Diversity, Equity, and Inclusion offers implicit bias training for faculty search committees.

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ORGANIZE THE SEARCH

STEP 3: Taking time to organize and define the search process, in alignment with unit goals, helps a search committee recruit the best, most qualified faculty and present UAB as an attractive, welcoming community. As a public institution, UAB is required by its own policy, as well as by state and federal law, to make hiring decisions uniformly based on merit. The search committee must adhere to a transparent process that produces solid documentation regarding the candidate's ability to perform job functions. This process will result in an efficient, effective, and legally defensible hiring decision.

Schedule Search Committee Meetings and Milestones

Before the search begins, committee members should know the group's tasks, structure, and responsibilities in order to avoid confusion. They also should understand the major milestones and stages when the committee will need to reach a consensus in order to advance the selection process. With this information, the group should decide when and how often the committee will meet. All members are expected to meet throughout the search process. Establishing a schedule early will allow them to coordinate their calendars.

The committee chair also should establish rules to ensure that each member has the opportunity to voice concerns that may arise and to build rapport within the group.

Set Advertising and Recruitment Strategies

A well-written, strategically placed job advertisement/announcement can help attract a qualified, diverse candidate pool.

▶ The advertisement should provide candidates with application instructions, information that will help them determine whether the position matches their interests, and information about UAB's commitment to equal opportunity. All advertisements must reference the faculty job posting uploaded to UAB PeopleAdmin, the online faculty recruitment system, and direct candidates to apply through UAB PeopleAdmin only.

▶ Job descriptions and advertisements should make no reference to sex, age, race, national origin, marital status, religion, or other legally protected categories unless a legitimate work-related reason exists. The unit head, Human Resources, or the Office of Diversity, Equity and Inclusion can answer any questions about this.

▶ The *UAB Faculty Handbook* states the following in section 2.12:

For all full-time regular tenured or full-time regular tenure-earning positions, recruitment at the national level is required. For all full-time or part-time regular tenure-earning positions, recruitment at the national level is required unless otherwise justified and approved by the dean and provost.

All appointments must be made in accordance with UAB hiring practices and government regulations and following acceptance by the candidate of the initial offer of appointment must be approved by the President.

UAB requires that advertisements promoting faculty positions run for 30 days in two national publications or two times in one national publication.

▶ The search committee and unit administrator should coordinate advertising through Faculty Affairs to identify national, niche, and diversity-focused advertising opportunities. UAB also has partnered with Graystone Recruitment Advertising and the Higher Education Recruitment Consortium to help units place advertisements for faculty recruitment through UAB PeopleAdmin.

▶ Advertisements should run as widely as possible once the faculty recruitment plan and job description are approved. The search committee should consider the target audience, know the advertising budget, and set a hiring timeline in order to determine the best opportunities for placing job advertisements.

▶ Search committees may need to use a variety of resources to reach a broad array of qualified, diverse candidates, and they should try to identify sources that connect with minorities, veterans, women, and people with disabilities. Diversity in recruitment helps support UAB's mission, vision, and strategic plan.

Resources for sharing advertisements include journals, newspapers, websites, listservs, and professional contacts. Here are a few options:

— *The Chronicle of Higher Education*;
— *Diverse: Issues in Higher Education*;
— Higher Education Recruitment Consortium;
— *The Hispanic Outlook on Education*;
— Inside Higher Ed;
— Academic Keys;

— The Ph.D. Project;
— professional and academic conferences;
— graduate students nearing graduation;
— award and fellowship winners; and/or
— junior or midlevel faculty.

Consider Using a Search Firm

Units may choose to work with executive search firms to help recruit candidates for hard-to-fill or highly specialized positions or administrative/faculty positions such as department chairs and directors.

▶ Before contacting firms, units should contact the Office of Diversity, Equity, and Inclusion or Faculty Affairs (in the Office of the Provost) to discuss UAB's requirements for using search firms.

▶ Units must ensure that all UAB, school, college, and library policies and procedures have been followed to secure approval to recruit for the position. This includes processing a recruitment request through UAB PeopleAdmin.

▶ Units must ensure that the search firm adheres to UAB's recruitment and hiring guidelines as well as its commitment to diversity, equity, and inclusion:
—UAB's Diversity and Inclusion Statement must appear on all print and electronic advertisements.
—Firms must make efforts to identify a diverse, inclusive candidate pool for the position.
—Advertisements should appear in publications and resources that reach diverse, inclusive, and underrepresented applicants.
—The recruitment request (requisition) and advertising content must be approved by the appropriate equity advisor and the Office of Diversity, Equity, and Inclusion before the search begins.

Maintain Candidate Confidentiality

Committee members must respect the confidentiality of all candidates and information shared in the search process, both for applicants who advance and those no longer in consideration for the position.

No information regarding candidates should be discussed with individuals outside the search committee or with those not part of the selection process. This prohibition includes disclosing candidate names, information shared during interviews, and candidate evaluations. However, once a candidate accepts an invitation to an on-campus interview, complete confidentiality cannot be guaranteed. Because UAB is a state agency, all records are classified as public and are subject to inspections under the Alabama Open Records Act unless a specific exemption in the act applies.

Specify the Required Application Materials

The search committee should discuss the types of information to require from candidates during the application process. Ideally, those materials will identify candidates who meet stated qualifications and help narrow the applicant pool ahead of interviews. The committee should determine in advance—and clearly communicate with applicants—when those items will be requested during the application process.

STEP 4: The search process officially begins when an approved position requisition posts to UAB PeopleAdmin, the online faculty recruitment and applicant tracking system.

Get to Know UAB PeopleAdmin

▶ UAB PeopleAdmin is a cloud-based system separate from the platform used to hire staff. A number of higher-education institutions use PeopleAdmin technology to advertise positions, evaluate candidates, and conduct onboarding for new hires. The system automatically interfaces with other UAB systems such as Oracle.

▶ UAB requires all faculty positions to post in UAB PeopleAdmin.

▶ The academic unit must designate an individual who will post the position in UAB PeopleAdmin. That person is responsible for collecting information about the position from the search committee chair and/or unit head.

Prepare to Post a Position

The unit's administrative resource, the search committee chair, and/or the unit head will collaborate with Faculty Affairs to customize system functionalities to meet the needs of their specific search. The search committee should consider the following options and guidelines when compiling a PeopleAdmin posting:

Job title:

▶ Rank and department (e.g., assistant professor of biology)

▶ Open rank options (e.g., assistant, associate, or full professor of biology)

Application deadline:

▶ Specific date

▶ Open until filled (include language such as "the review of applications will begin on DATE and will continue until the position is filled")

References:

PeopleAdmin offers a confidential, automated reference check to solicit candidate recommendation letters. The search committee should decide the following:

▶ Minimum and maximum number of references

▶ The stage when the system will solicit letters from reference contacts, either at the time of application or later in the selection process

▶ The last date reference letters will be accepted

Job summary/description:

▶ Detailed overview of position, department, and UAB

Contact information:

▶ Details should appear in the job summary/description.

Required materials:

▶ List of documents and media required to complete the application (e.g., curriculum vitae, cover letter)

▶ This list also should appear in the posting's job summary.

Guest users:

▶ Any search committee members outside UAB can receive access to the posting and candidate materials. Guest user access expires when the search is complete.

Search committee member information:

▶ The posting must list all search committee members before it is submitted for approval in UAB PeopleAdmin. This step is required for reporting purposes.

Advertising:

▶ As noted in Step 3, the search committee and department administrator should coordinate advertising through Faculty Affairs to identify national, niche, and diversity-focused advertising opportunities. UAB also has partnered with Graystone Recruitment Advertising and the Higher Education Recruitment Consortium to help departments place advertisements for faculty recruitment through UAB PeopleAdmin.

Candidate evaluations:

▶ Adding questions based on the search committee's evaluation criteria can streamline the evaluation process.

Screening via supplemental questions:

▶ Search committees can use the system to conduct an initial screening of candidates, which is helpful when the candidate pool will be large or when the job requires specific skills. For example, if School of Nursing candidates must be board certified, then they can indicate their status when they submit their applications.

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POST THE
POSITION
TO UAB
PEOPLEADMIN

<<**RESOURCES**
International
Recruiting
Considerations

UAB PeopleAdmin
Site and Resources

STEP 5: Faculty searches generate a large volume of information from candidates. For search committees, the first step is to review candidates' submitted materials in depth to ensure that the applicants meet the minimum qualifications and selection criteria outlined in the position description. This review process must ensure that every qualified candidate has a fair and equal chance. In other words, the selection criteria must be applied to all applicants, and candidates can be removed from consideration based only on job-related reasons.

No comments about applicants that can be perceived as personal or discriminatory should be part of the selection process. Documentation and social media comments may be subject to an Alabama Open Records Act request and/or be subject to a subpoena.

Understand Unconscious Bias

Everyone has unconscious bias that can affect the hiring and selection process. These biases can be both positive and negative. For example, someone may have positive biases toward individuals who graduated from highly ranked, research-intensive institutions and, as a result, unconsciously give a higher preference to those candidates. In doing so, that person may overlook candidates from other institutions who meet the qualifications and who could be equally successful in the position. As an example of negative bias, another person may give a lower preference to a new female graduate who revealed she was recently married, and assume that she might not be as committed to the position due to interest in starting a family.

An evaluation tool can help search committees stay consistent and adhere to selection criteria when reviewing candidates. The tool can help the group narrow the pool of candidates and establish a short list of applicants to interview.

STEP 6: The interview is one of the most exciting and angst-inducing parts of the recruitment process for both candidates and the search committee. This phase is usually the committee's first opportunity to talk with candidates about their education and experiences, research interests, teaching style, collaborative engagements, and other matters pertinent to the advertised position. While interviews convey to applicants that they have successfully passed a series of checkpoints in the search process, they also signal that the recruitment process has reached a stage with increased stakes and scrutiny.

Pre-Interviews

Pre-interviews usually take place before finalists are invited to visit UAB. Interviews at professional conferences, by phone, or via Zoom or similar technology are acceptable, as long as the candidate knows that these interviews are part of the formal screening process. Interviews in private residences, hotel bedrooms, bars, or forums that do not allow for real-time exchanges—including email, message boards, etc.—should be avoided.

▶ **Phone/Zoom:** These interviews are a time-efficient, cost-effective method for initially evaluating top qualified applicants to help arrive at a short list for on-campus interviews. Search committees can assess whether the candidate can articulate and effectively expand upon information provided in the submitted materials. Committees must conduct phone/Zoom interviews consistently with all candidates to ensure a fair, equitable process.

▶ **Conferences:** Some disciplines traditionally begin the interview process at a national conference, which can allow for in-person interviews with a large candidate pool. The search committee should establish a professional interview environment, no matter the setting, and conduct each interview consistently with all candidates to ensure a fair, equitable process.

On-Campus Interviews

On-campus interviews with top candidates are the final stage of most academic job searches. Candidates come to campus for a day or more, allowing all interviewers to assess each applicant's potential contributions to the advancement of the unit and UAB. The ideal campus visit fills in knowledge gaps about a candidate—such as research interests, teaching methods, and service engagements—not addressed in depth in the submitted application materials and pre-interviews. At the same time, interviewers can share more information about the unit's expectations for the position. The schedule may include:

— research presentations;

— teaching demonstrations;

— multiple interviews with predetermined stakeholders such as students, unit heads, and deans, as well as internal and external constituents (e.g., research/clinical collaborators, advisory board members, or alumni) and the search committee; and

— tours, breaks, and meals.

Prepare for Interviews

Organization and communication are key to conducting any type of interview. Attention to details will make a positive impression on the candidates. After all, they are evaluating the unit, UAB, and the search committee as much as the committee is evaluating them.

Prior to interviews, the search committee should compose a list of questions related to the job as it is described in the advertisement. Then the committee should ask each applicant the same basic questions, even if follow-up inquiries (by either committee members or the candidate) steer the conversation in different directions. The committee chair should ensure that each committee member has a chance to ask questions and that no inappropriate queries are posed, including inquiries and assessments based on unfounded assumptions about a candidate's race, gender, sexuality, age, personal appearance, marital status, religion, national origin, disability, military/veteran status, alma mater, cultural background, surname, and so forth.

For interviews that will be recorded by audio or video, the committee—before beginning the interview—should ask candidates for permission and disclose who will have access to the recordings. As with other search-related documentation, these recordings should remain confidential.

Campus Visit Protocols

On-campus interviews require considerable planning and careful attention to detail to help ensure a positive experience for everyone involved. In some cases, committees should consult with their dean's office for guidance regarding campus visits. The academic unit administrator should approve final interview details.

▶ Once final candidates are selected, the search committee, working with the unit head, should contact the short list of applicants immediately, giving them a number of potential visit dates so that they can arrange their schedules.

▶ The search committee and unit head, in consultation with each candidate, should draft a detailed itinerary for the visit. The itinerary should list names; room locations; meeting and presentation times; emergency telephone numbers; and contact information for the unit head, search committee chair, and any staff member responsible for coordinating the visit. Each candidate should receive the final itinerary before the visit.

▶ Itineraries should be similar for each candidate, including meetings with the search committee, unit faculty, and selected students, as well as appropriate members of the campus administration (e.g., dean, vice provost, etc.). However, because each candidate is unique, itineraries can be customized to enhance UAB's attractiveness as a potential employer. When planning the visit, committees should ask candidates about people— inside or outside the unit—they would like to meet or places they would like to see during their stay. No one should assume that candidates of particular demographic backgrounds primarily want to see people, places, or events presumably related to their racial, gender,

or cultural identity. Committee members should be prepared to respond to candidate suggestions with useful and relevant recommendations. Additionally, the committee should ask candidates if they require special accommodations or services that would make their visit more pleasant.

▶ The search committee should coordinate with school/college and unit representatives to schedule candidate meetings and interviews, along with any other presentations that may impact the recruitment effort. For tenured appointments, the unit may include meetings with faculty and students, appointments with administrators, and job-related demonstrations such as formal talks and classroom exercises. The head of the hiring unit typically conducts final recruitment meetings, which allow the candidate to ask any lingering questions about the position.

▶ A campus tour should be part of every recruitment itinerary. A guided tour of Birmingham also is recommended.

▶ Committee members should be punctual when accompanying candidates to appointments.

▶ Committees should schedule hosted meals in advance at venues that reflect positively upon UAB, with seating and noise levels that facilitate conversation.

▶ The itinerary should include breaks and downtime for candidates, but at no time during the visit should a candidate's whereabouts be unknown to either the unit head or search committee chair. Allowing a candidate to become lost or stranded does nothing for UAB's reputation.

▶ Campus visits are undeniably social and are designed to gauge the collegiality of potential hires. However, just as in the workplace, professional protocols should always govern these visits. Search committee members and others should leave any discussions about negotiations over the specifics of job offers to the unit head, dean, or others in the chain of hiring authority. In general, they also should avoid personal inquiries unrelated to the advertised position. While applicants may offer details about themselves, including age, marital status, or a diagnosed disability, the search committee or others should not proactively inquire about them. Most important, a handshake is the only tactile interaction that is universally permissible in the workplace environment. Everyone involved in the recruitment process should not initiate any other forms of touching, including embraces, back pats, hand holding, and so forth.

Build Rapport

All communication and interactions with candidates should be courteous and professional, with the ultimate goal of representing UAB with pride. Building good rapport with candidates encourages them to respond openly to questions and leaves them feeling that they were treated fairly and respectfully. Candidates who end an interview with negative impressions can damage the reputation of both the academic unit and UAB. These tips are essential for building rapport with candidates:

▶ Thank the candidate for his/her time and interest in the position.

▶ Share committee members' job titles, UAB experience, connection to the position, and overall vision for the unit.

▶ Actively listen. Be OK with silence. If needed, offer to rephrase an interview question after a few moments.

▶ Offer procedural suggestions if the interview goes off track (e.g., "We only have an hour together. Let's move on to the next question so we have time to answer any questions you might have.").

▶ Eliminate distractions from the interview process. Turn off technology.

▶ Encourage all faculty members, students, and postdoctoral students (as appropriate) to attend candidate presentations/lectures.

▶ Allow the candidate to ask questions.

▶ Treat each candidate with respect.

STEP 7: Checking an applicant's references

before making an offer is essential. Search committees should never skip this step or take it lightly, or else it could result in an uncomfortable situation after the hire if a candidate's references reveal unexpected information.

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SUBMIT FINALISTS FOR FURTHER CONSIDERATION

STEP 8: After completing all interviews and reference checks, the search committee typically provides the unit head with a list of finalists. The unit head or dean will tell the committee whether it should express its preference among the finalists.

This list of candidates should be as diverse as possible and should include a statement outlining efforts made to recruit women and underrepresented minorities. Developing and adhering to a process for discussing and voting on candidates will encourage unbiased decision making that reflects the opinions of all committee members.

The committee may remain part of the search process if it has a role in bringing finalists to campus for interviews and presentations. In some instances, the search committee evaluates candidates based on their final interviews and/or presentations. In that case, the committee's work is not complete until the final candidate is recommended for hire.

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EXTEND THE OFFER

STEP 9: Once the search committee, dean, and/or unit head have agreed upon the candidate to hire, the unit administrator will initiate the offer by submitting the hiring proposal and letter of offer to UAB PeopleAdmin.

UAB PeopleAdmin automatically routes the proposal for approval by the dean, the provost, the equity advisor, and the president. Upon final approval, the unit head or a designee will make the formal, official offer through a written letter of offer to the candidate. Because it can be a binding document for UAB, the letter of offer should be carefully worded using UAB's approved faculty appointment letter templates.

Make an Offer

Once an administrator with hiring authority—typically a dean—grants approval, the unit head may negotiate the terms of appointment with the final candidate.

▶ For hires under consideration for the rank of professor—with or without tenure—or associate professor with tenure, the academic unit's faculty council or promotion and tenure committee must vote on the search committee's recommendation before the unit head can extend the offer. Procedural steps at the unit level may dictate when these committees review and vote to approve such hires.

▶ The unit head is the lead person in the negotiation process, and search committee members should avoid discussing any specifics of employment—including salary, sabbatical leave, course scheduling, and so forth—with the candidate. Muddled negotiations can derail the recruitment process.

▶ During the negotiation, the unit head should explicitly explain in writing the various terms of employment, including the beginning salary, start-up and research funding, course load and teaching expectations, service duties, appointment start date, any applicable leave time, the benefits package (including health insurance and retirement funding), and availability of office space. The unit head should be careful not to promise items that cannot be delivered or that have not been approved by the appropriate UAB hiring authorities. Offers for all candidates should be commensurate with rank and qualifications, ensuring that women and minority finalists receive the same compensatory consideration as majority candidates.

<< RESOURCES
UAB Offer Letter Templates

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CONCLUDE THE SEARCH AND PREPARE FOR THE NEW FACULTY MEMEBER

STEP 10: Congratulations on a successful hire.

Your work has reached its final stages, which include wrapping up the search and helping to ensure that your new colleague enjoys a positive arrival experience.

Communicate with Candidates

Search committees should provide an update to candidates, especially those who were interviewed, in a professional, timely manner. Candidates deserve respect for investing time and other resources into UAB and deserve to know where they stand with the job search. Good follow-up communication is another way the search committee can add value to the applicants' UAB experience.

Treat Internal Candidates Equally

The search committee should maintain its procedures and protocols when internal candidates apply for the faculty position. The entire search process must maintain confidentiality, and the committee should review, evaluate, and communicate with both internal and external candidates in the same way. However, if the committee determines that an internal candidate will not advance in the search process, then it should communicate that to the applicant as soon as possible.

Document the Search

Search committees must submit all search and recruitment records, including applications, resumes, CVs, letters of recommendation, and other application documents, according to UAB's records retention schedule. Candidate evaluations, search committee notes, and reference check records also should be retained and remain confidential. UAB PeopleAdmin will store all faculty recruitment and search information, including search committee comments and candidate evaluation information, within the required retention schedule.

Close the Search in UAB PeopleAdmin

Once a search is complete, the unit administrator must close the search in UAB PeopleAdmin by dispositioning all candidates to a final workflow step. This step ensures accurate reporting and record keeping on UAB faculty recruitment. Faculty Affairs can assist with this step.

End a Failed Search

On occasion, the search committee will recommend to the unit head that the process is unsuccessful in identifying the best candidate to meet the needs for a faculty position. The search chair/hiring manager typically will contact Faculty Affairs to close a search and mark it as failed in UAB PeopleAdmin.

The unit should promptly inform active candidates that the search will not continue. As candidates are dispositioned in UAB PeopleAdmin, the unit can send system-generated emails or individual emails to update candidates about the search status.

If units open a new search for the same position, then committees should reevaluate and revise their strategies. They should consider expanding advertising and networking efforts and review the search process to identify barriers to success, such as an unclear position announcement.

Conduct a Debriefing

Every search should wrap up with a debriefing in which the search committee, the unit head, and other integral participants review the process to help UAB better prepare for future searches. The debriefing should include a discussion about any candidates who rejected offers and factors that might have made their recruitments successful, suggestions for improving the search process, the strengths and weaknesses of the recruitment endeavors, and difficulties encountered along the way. Committees should consider asking faculty for their feedback.

Onboard the New Faculty Member

Helping new faculty members adapt to their roles can have a lasting impact on their academic career development and success. The committee, unit head, faculty, and staff should actively welcome new colleagues and support them throughout their first few weeks. The efforts will help give new faculty a good first impression of UAB.

▶ UAB offers several faculty onboarding tools and resources in addition to new employee/faculty orientation sessions hosted by Human Resources and individual colleges, schools, and libraries.

▶ Units should give special attention to onboarding in areas such as training, research and grants, campus and unit cultures, faculty development and mentoring, and promotion and tenure.

▶ To help new faculty members become productive quickly, unit heads should make sure that they have access to appropriate systems and work-ready space and that they have registered for benefits.

▶ New faculty, particularly women and underrepresented minorities, often encounter significant challenges. Academic units should not overburden them with extra diversity- or gender-related obligations that distract from their scholarship, teaching, and other duties as described in the terms of employment.

▶ Many new faculty members, including tenured professors, can benefit from formal and informal mentoring, at least during the first years of employment. Units, schools, and the campus in general should offer an array of opportunities for mentoring and collegial collaborations within and across unit boundaries.

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