Search Procedures for Full-Time Faculty

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Faculty Search Procedures

These procedures provide step-by-step guidance for the recruitment, selection, and hiring of all full-time faculty in the tenure and professional tracks. The guidelines are in compliance with all university policies, and include important instructions and guidance to ensure searches are also compliant with all applicable state and federal laws and regulations. The procedures include best practices and instructions specific to USC Upstate in order to facilitate outcomes that align with the university's philosophy and mission.

Permission to Search

As faculty resign or retire from their departments, confirmed vacancies are pooled in Academic Affairs. The Provost and Senior Vice Chancellor for Academic Affairs, in close consultation with the Deans, will make decisions about the replacement or reassignment of faculty positions based on university need. Except in cases of extreme need, searches will begin in the early fall of a given year and proceed until the search is complete, typically by February, with the new faculty to begin the following fall.

If preliminary, verbal approval has been granted by the Provost, the department submits the Permission to Search and the Academic Position Request Form for FTE Faculty forms to Academic Affairs.

Formation of the Search Committee

Once approved, the department should form the search committee. Committees for tenure-track positions must consist of four full-time faculty members from the unit in which the vacancy has occurred and one full-time faculty member from outside the unit. If there are not enough full-time faculty members from within the unit to fully staff a committee, additional members from outside the unit can be recruited. Search committees for non-tenure track positions must consist of three full-time faculty members from within the unit in which the vacancy occurs. If the committee is inclined, they may invite appropriate staff or community members to join the committee. The faculty member being replaced cannot serve on the committee.

One member of the committee should be appointed or selected as Chair. The Chair will coordinate the search: liaise with the Office of Academic Affairs, communicate effectively with their department chair and dean, and serve as the main contact to applicants and candidates. The Chair is responsible for keeping the search on track and following all guidelines.

The search committee and administrators will be required to attend a meeting with the Provost, HR Coordinator for Academic Affairs and the Director of Human Resources to go over important details regarding fair hiring practices and ethical conduct.

Drafting the Posting

The Faculty Posting Request Form is the standard template for drafting full-time faculty postings. Most of the content is standardized, so the committee will focus on the job description, the qualifications, and the special instructions. This job aid will provide insight and guidance on the best way to write these sections to: a) attract a large and diverse pool, b) avoid deterring or disqualifying otherwise good candidates, c) ensure a smooth transition from recruitment to selection.

The Job Description

The job description should focus on the position's profile and function within the department, as well as provide important details about the rank and basis. Generally, all job descriptions should begin as follows:

The Department of History, Political Science, Philosophy and American Studies in the College of Arts, Humanities and Social Sciences, invites qualified candidates to submit applications for Assistant Professor of History. This is a 9-month, tenure-track position with a start date of August 16, 2024.

Then, committees should provide details of the workload, such as the anticipated slate of courses to be covered by the position, as well as any standard faculty duties like advising.

The selected candidate will teach a 4-4 load that includes x, y, and z, maintain a roster of advisees majoring in History, and participate in departmental committees and service initiatives.

If the appointment comes with administrative duties, like Coordinator or Director, a description of those duties should be included.

The selected candidate will also serve as Coordinator of the Pre-Law minor and will be responsible for student recruitment and outreach, organizing speakers and community events, and applying for relevant grants.

This is also a good opportunity to provide details that make the position or department attractive, such as recently added programs, new equipment or facilities, etc. Finally, the committee may choose to describe their ideal candidate, taking care *not* to use language that implies requirements or qualifications.

The department seeks a dynamic, motivated individual dedicated to excellence in teaching and student success.

The Minimum and Preferred Qualifications

Generally speaking, the qualifications must be broad enough to attract a large and diverse pool, while also focused enough to fill the vacancy in the department. The standard is as follows:

Ph.D. (or terminal degree) in [discipline(s)] or related field is required by the start date of the appointment. ABD candidates with a completion date by August 15, 2024, are welcome to apply.

In many cases, this is all that is needed, but some departments will want to define more specific requirements in teaching, scholarship or service. When doing so, the requirements should be objective, measurable and easily confirmed by the CV, transcripts, or other requested supplemental materials.

Examples:

At least one year of teaching at the undergraduate level is required (adjunct teaching and teaching assistantships are acceptable).

At least three published articles in accepted scholarly journals is required.

Membership in the standard professional organization in the discipline is required.

The expectation is that any additional requirements listed will serve as the basis for the rubric by which all candidates are reviewed, and that any candidate not meeting ALL of the requirements must be disqualified.

Preferred qualifications are not recommended. For tenure-track searches, the posting is open to all, including non-U.S. citizens. Since we cannot discriminate based on nationality or country of origin, we must assume that all of our tenure-track searches will attract international candidates and could result in a hire that requires sponsorship. The Office of International Scholars provides guidance on the recruitment of non-U.S. citizens, and the most important thing for committees to remember is that a candidate who self-identifies as a non-U.S. citizen requiring sponsorship MUST meet ALL requirements, minimum and preferred. It follows that too many preferred qualifications could result in the disqualification of otherwise excellent candidates.

However, if preferred qualifications are necessary, the same rules apply as for the minimum requirements: objective, measurable, easily confirmed.

Special Instructions to the Applicant

The following special instructions are standard:

To be considered for this position, applicants must complete the online application and attach any materials that are marked as required. Should the applicant be invited to interview, additional materials may be requested by the department. Review of applications begins immediately and continues until the position is filled. If selected, official transcripts will be required before the hire date, as well as the successful completion of a background check. Some positions will also require mandatory drug screenings.

Edits to this can be made by request. For example, if unofficial transcripts are marked as required in the next section, the following line will be added.

Unofficial transcripts should be uploaded under "Other Supporting Documents".

Committee can also choose to establish a date to begin review of applications. This can serve as a helpful deadline for applicants, and encourage a bigger pool. Keep in mind, however, that review of applicants cannot begin sooner than 30 days after the date of posting.

Review of applicants begins on November 1, 2024, and continues until the position is filled.

Applicant Documents to be Attached

As the special instructions state, the committee can request materials from candidates at various points in the process. For the purposes of the posting, the committee should agree upon the items that are most important for fair review of all applicants. Overburdening the candidates with lots of requirements is not advised, but items needed to effectively evaluate the minimum or preferred requirements will be necessary.

The only standard, non-negotiable items are the CV and Cover Letter. Academic Affairs recommends requiring unofficial transcripts and the list of references. All other items can be optional or not used.

IMPORTANT: if an item is marked as required on the posting, and the candidate does not attach the item, in error or otherwise, they MUST BE disqualified. The committee cannot move forward with a candidate with an incomplete application. It will be tempting to simply ask the candidate to email a missing document directly, but the application must be complete in the system. HR can return the application to the candidate to make the correction if the committee wishes to move forward with them.

In previous years, 3 Letters of Recommendation was an option on the posting form, but there is a general consensus that these letters have become less useful to most committees. Also, many candidates report discomfort in providing these at the application-level, preferring to provide them later in the process, such as when they are named a semi-finalist or finalist. Therefore, the letters of recommendation are no longer listed on the form, optional or required.

If the committee agrees that letters will help them make decisions, they can be requested at a later point, such as before semi-finalist phone interviews or even as late as before the on-campus interviews. Note, though, that HR will require the letters for the candidate who receives the offer.

Collecting Applications and Preliminary Review

When the posting has gone live to the website (USC Jobs), Human Resources will send out a notification with important information and instructions. The posting will be assigned a unique number (FACXXXXXPOXX) and the clock will start for the mandatory 30-day hold. The HR Coordinator for Academic Affairs will also send out a notification to the search committee chair to confirm the list of requests for external advertising that costs money. Every effort will be made to align the publishing date of external advertisements to the posting date in USC Jobs.

The search committee and the department should utilize their professional and personal networks to spread the word about the open position.

Certification

Postings must be active and collecting applications for 30 days before the search committee is given access to review. After 30 days, the Provost will review the pool and render a certification decision. If not certified, the HR Coordinator will liaise with the Dean, Chair, and Search Committee Chair on additional advertising and outreach, and a new review date will be established.

During the 30 day hold, the Provost, Dean, Department Chair, and Search Committee Chair will have access to the applications as they come in. The Search Committee Chair, designated as Applicant Reviewer, may immediately disqualify candidates who do not meet the minimum qualifications by updating their status to "Not Interviewed/Not Selected – does not meet minimum qualifications". The search committee chair should also check to make sure all candidates are uploading the correct required documents to the application.

Important: Any documents that are marked as required in the application or in the special instructions must be present for the candidate to be considered. Applicants who 1) do not upload required documents, 2) upload incorrect, incomplete, or illegible documents, 3) otherwise fail to follow the instructions on the posting, are not eligible for consideration. Errors or oversights by candidates can be corrected, especially during the 30-day hold period. To reactivate a candidate's application so corrections can be made, contact the HR Coordinator.

The search committee chair should also take note of veterans and non-U.S. citizens, as these applicants require special handling later in the process.

Veterans self-disclose in the application by selecting yes or no to the question, "Are you eligible for Veteran's Preference?"

Assuming they meet the minimum qualifications, at least one applicant who identifies as a veteran must be included among the 6-8 semi-finalists that are eventually selected.

Non-U.S. citizens self-identify by answering the question, "Citizenship/Employee Sponsorship". The question has three possible answers: 1) I am a U.S. citizen; 2) I am not a U.S. citizen but I do not require sponsorship; 3) I am not a U.S. citizen and I may now or in the future need sponsorship for employment visa status (for example, H-1B or other).

All candidates should be considered and treated the same, no matter the answer to the citizenship question. Further, the search committee chair must not engage with applicants about their citizenship status. If a candidate asks questions about how their status might impact the process, please refer them to the HR Coordinator.

During this stage, the search committee chair will field questions from candidates about the qualifications, the application process, etc. All written communications are subject to FOIA and should be retained in the chair's records. The chair is welcome to forward difficult questions to the HR Coordinator.

Questions about salary: all postings use the following language for advertised salary range: "Salary is commensurate with qualifications and experience". If a candidate requests more specific information, the chair may respond with the approved salary range on the Permission to Search paperwork (consult with the Dept. Chair or Dean).

Search Committee Review

After certification, the search committee will be given access to begin individual review of all applications Note the different userroles in PeopleAdmin: the search committee chair is designated "Applicant Reviewer", and the search committee members are designated "Search Committee". The members should utilize the agreed upon rubric and review the applicants based on information found in the applications. The search committee chair will establish a deadline for the completion of full review and schedule a meeting of the committee to discuss the candidates. The Office of International Support has created a rubric, which is required in the event of a non-U.S. citizen hire. It can serve as a valuable template even without international candidates. At the conclusion of this process, the committee should select 6-8 semi-finalists (aka pre-finalists).

If there are any applicants who identify as a veteran, at least one must be included among the semi-finalists, assuming they meet the minimum requirements.

The list of semi-finalists should be sent to the HR Coordinator to confirm eligibility of the candidates and compliance with special handling requirements.

Semi-finalists Interviews

The semi-finalists are interviewed by phone or virtually by the full committee, and each meeting should follow an identical agenda, format, and modality. The meetings should last thirty minutes to one hour.

The committee should compile a list of 10 – 12 standard questions that focus on the candidate's experience, credentials, fitness, and continuing interest in the position. The tone of the meeting should be friendly and conversational, so it is OK if not all questions get asked in each interview, so long as each candidate is afforded a similar amount of time with the committee, and the committee feels like ascertained enough information. In that same spirit, unscripted follow-ups and meaningful tangents are welcome, so long as the overall structure of the interview remains the same.

Some sample questions:

Why did you choose higher education for your career?

What about your experience makes you uniquely qualified for this appointment?

Why are you interested in USC Upstate?

The committee may not ask questions about protected categories such as age, gender, race, marital status, children, religious affiliation, disabilities, immigration status, etc. The search committee chair is responsible for checking the committee's work for discrimination or bias.

The semi-finalist interview is also the ideal time to request any additional materials, like a list of references or recommendation letters that were not already requested in the application, but will be required by the finalist stage.

The search committee should be prepared to answer a handful of frequently asked questions about the process. Remember that only the Dean can discuss salary, but the search committee chair can provide the approved salary range for the position. Candidates will often ask for an idea of the timeframe for the remainder of the search, so the committee should be prepared to provide a general sense of time, but there is no obligation to commit to specifics.

References and Recommendations

Human Resources requires three letters of recommendation for faculty hires. The letters should be signed, dated within one calendar year, and on letterhead. We can accept email prints so long as it is time-stamped and the email signature contains similar information as letterhead. Electronic signatures are also OK. If letterhead is not available to a recommender, the letter should contain language explaining their non-affiliated status and their relationship with the candidate (the most common example is a retired colleague).

Important note: Letters of recommendation are only required for the selected finalist. Unless the committee feels strongly that they need to see letters for all finalists or semi-finalists in order to make their decisions, it is recommended that the letters of recommendation be requested at the end of the process, and only for the selected candidate.

In addition to the letters, Human Resources and Academic Affairs also requires evidence of at least two references, most commonly conducted via phone. Most committees conduct reference checks for finalists, but it is acceptable to conduct them at the semi-finalist round, as well. Unlike the interviews, reference checks can be conducted by the search committee chair alone, or in combinations of search committee members. Like interviews, the format, modality, and format of reference checks should be identical. The references should be professional. Ideally, the individuals will be former supervisors or close colleagues who are capable of providing accurate assessments of the candidate's work. If the candidate does not provide enough acceptable contacts, the search committee chair can request additional names. If the references submitted by the candidate do not respond or indicate an unwillingness to participate, the candidate may provide additional names until at least two references are completed.

An acceptable alternative to phonecalls is a questionnaire conducted via email. However, remember that the modality and format must be identical across the board.

HR provides a helpful template for checking references, although it is designed more for staff positions. The search committee chair can and should modify it to focus on the details of the faculty position. Neither AA nor HR requires the committee to submit completed reference check forms for faculty searches – it is simply a resource to guide the conversation and help keep the process consistent.

Applicant Tracking and Updating Statuses

The search committee chair (applicant reviewer) is responsible for tracking and updating the statuses of all applicants as the search progresses. The best practice is to stay on top of this task and complete the updates in real time. As applicants are moved through the various statuses, the system will send automatic notifications to them.

Up to this point, most applications should still be marked as "Under Consideration by Department", that is unless they have been disqualified for not meeting the minimum qualifications. When updated as such, the application will disappear from view, and the candidate will receive a message letting them know that they are no longer under consideration. Whenever an applicant is removed from consideration, the applicant reviewer is asked to provide a reason, but that reason *is not* shared with the applicant.

Finalist Selection

After completing the semi-finalist phone interviews, the committee meets in closed session to deliberate and narrow the field down to the three most qualified and competitive finalists. Once agreed upon, the search committee chair meets with the hiring unit's chair (or Dean if there is no department chair) in closed session to discuss the strengths and weaknesses of the semi-finalists and present the committee's recommendation of three finalists. If the department chair supports the committee's selection, the search committee chairs prepares the Request for Candidate

Travel/Interview form and document file for each candidate for approval by the Dean and the Provost.

The document file may be submitted on paper or electronically, but must include: full CV, cover letter, and unofficial transcripts for all graduate degrees (the transcripts must show the degree and the date conferred).

The invitation to come to campus for an interview should be reserved until after approval is received, however the search committee chair or department administrative assistant may contact candidates prior to approval to vet possible interview dates and begin making travel arrangements. Candidates should not be formally invited to campus or initiate travel arrangements until after receiving approval from Academic Affairs.

Withdrawals and Returning to the Pool

Considering the timeframe of faculty searches, it is natural and inevitable that candidates will withdraw or become unavailable to move forward. Committees should move with as much urgency as possible to prevent this, but in most cases it is simply part of the process. Candidates can withdraw themselves from consideration at any time, but usually committees find out when they decline to interview. The applicant reviewer should update the candidate's status to reflect that decision to remove them from the pool, using the appropriate reason.

The search committee must *name* at least 6 semi-finalists and at least 3 finalists. If candidates withdraw after being named, the committee does not have to return to the pool to substitute a new semi/finalist, but can if they wish. Much will depend on the quality of the pool and the number of available candidates. Applications will continue to come in so long as the posting is live, so the applicant reviewer should continue assessing them throughout the search.

On-campus Interviews

Candidates who come to campus for an interview are also interviewing us, so the impression we make upon them is critical. The interview process must be well-organized, hospitable, and professional. In addition to successfully "selling" USC Upstate, we should also be emphasizing the best qualities of our city and state: the low cost of living, the mostly mild climate, our proximity to all types of geography, and the close availability of urban, suburban, and rural living.

In the post-pandemic paradigm, remote interviewing is possible, but it is not ideal and does not demonstrate an earnest commitment. In person attendance by the candidate and university personnel is required.

The interviews take place over a single business day and each interview should follow a standard format and schedule, although the exact order of events will vary. The schedule must include individual sessions with the full search committee, the department chair, the dean, and the Provost and Senior Vice Chancellor for Academic Affairs. The department's administrative assistant can liaise with their dean's office and the Provost's office to schedule the meetings. If the Provost is not available, the Vice Provost may substitute. In accordance with the Faculty Manual, the schedule must also include a teaching demonstration and a presentation of research or creative activities (the latter may be waived for non-tenure track positions if appropriate). The format and expectations for the presentations should be communicated in advance by the search committee chair. The departmental faculty as well as other members of the campus community should be notified and invited to the presentations when appropriate, and the department should make arrangements for the attendees to provide feedback to the search committee chair, either by using paper or online forms. This provides a formal and structured means to communicate with the search committee. Candidates should not be discussed over email. A sample itinerary is included.

Additional sessions or activities may be planned by the department, time permitting. Suggestions include a tour of departmental facilities or even a campus tour, and additional meet-ups with other faculty and students. For non-U.S. citizen candidates, a meeting, virtual or by phone, with the HR Office of International Support must be pre-arranged and included in the itinerary.

Candidates should be escorted/driven to each part of the interview, and the committee should be strategic about sharing these tasks so that each member shares the responsibility. This includes travel from the airport to the hotel, the hotel to campus, off-campus for lunch or dinner meetings, etc.

Travel Considerations and Regulations

The bulk of the travel expenses are the responsibility of the candidate, although the university will reimburse the expenses within the confines of university policy. The department's administrative assistant will coordinate the reimbursements and payments.

The candidate arranges their own trip to and from the interview (flight, car rental, ride share, gas, parking, luggage, etc.), and provides itemized receipts to the department's administrative assistant. Expenses without receipts will not be reimbursed. University personnel must *never* pay for a non-food related travel expense on behalf of a candidate.

Flights should be economy class and airport related expenses should be modest and reasonable. Car rental is permissible, but airfare is generally more cost-effective and should be encouraged over car rental over long distances. Candidates who drive their personal vehicle will be reimbursed for gas and mileage, using the mileage determined by the distance from their home base to USC Upstate. The university will also reimburse expenses associated with travel to and from their home airport, provided the distances meet the conditions in the university's travel policy. The university will not cover car rental expenses in Spartanburg for travelers who fly; local travel in Spartanburg should be provided by the committee.

The university will cover one night of hotel accommodation. Hotel accommodations are provided by several local hotels that offer billing to the university. The department's administrative assistant should reserve the room under the candidate's name and then remit payment after the interview.

Meals that occur outside of the interview process will be reimbursed in accordance with the university's per diem rates.

It is customary to take the candidate out to dinner on the night before or the night after the on-campus interview, and lunch on the day of the interview. One member of the committee should plan to pay for the candidate's meal in addition to their own, and turn in the receipt for reimbursement after the interview. The choice of restaurant and the total cost of the meal should be modest and reasonable. Alcohol is not reimbursable. Other committee members who attend the meal are entitled to reimbursement, as well, however it is preferable that the meal be paid for by one member on one receipt. In order to be reimbursed, an itemized receipt as well as the credit card approval slip are required. Over the course of multiple interviews, the search committee members may attend meals based on availability. However, the department chair and dean must attend *all* meals or none (as hiring managers, attendance could be perceived as preferential).

In extenuating or emergency situations, some candidates may request or require exceptions to certain travel policies and procedures, which should be forwarded to the HR Coordinator for review and approval. However, please remember that any exception granted to one candidate must be offered to the others.

Recommendation for Hire

After all of the interviews are concluded, the search committee meets in closed session to discuss the candidates' interview performance, incorporating the feedback provided by all who participated in the interview process. Then the search committee chair meets with the department chair (or the dean, in cases in which there is no department chair) to verbally present the strengths and weaknesses of each candidate in no particular order. Based on this discussion and analysis, the department chair makes a written recommendation to the dean.

If all are agreeable, the dean drafts a memo to the provost requesting permission to proceed with a verbal offer. The memo serves as formal documentation of the parameters of the initial offer and includes important considerations such as start date, rank, basis, salary range, tenure considerations, probationary course reallocations, start-up funds, moving expenses, and extra compensation for administrative duties. Only the dean is authorized to discuss salary with candidates. A template of the memo is included with this job aid.

Any particular details that were mentioned specifically in the posting must follow suit in the offer, such as the start date, rank, and basis. The approved salary range can be found on the Approved Permission to Search form that initiated the search. Candidates who have relevant experience may be offered credit towards tenure (maximum two years). The dean may offer up to $2,000 in moving expenses for out-of-state candidates. Other department-specific considerations are at the discretion of the dean, but must be included in the memo.

The Dean sends the memo to the Provost via email with the HR Coordinator copied. The Provost will respond to affirm or deny permission.

If the provost grants permission, the Dean calls the chosen finalist to discuss the terms of the offer and get verbal acceptance, which may lead to negotiations. These discussions may occur over phone or email, but the final result should be documented in writing over email. If the negotiations result in a declined offer, the dean informs the Provost's office and repeats the process with another candidate.

If the verbal offer is accepted, the Dean drafts a new memo requesting that the Provost's office proceed with the formal, written offer. This memo is very similar to the previous memo, but in this document, the terms of the offer, as negotiated by the dean, are finalized. The formal, written offer letter will be drafted by the HR Coordinator, signed by the Provost, and sent to the candidate in the timeframe prescribed by the Dean.

Once the signed offer letter is returned, the HR Coordinator will notify the department and begin closing the search.

Closing the Search

Upon receipt of the signed offer letter, the HR Coordinator will inform the Dean and Department Chair, as well as the Office of Human Resources.

Background Check, Letters of Recommendation, and Official Transcripts

The department's administrative assistant will initiate the background check. Announcements to the department, campus or public, should not occur until the background check has been successfully returned with no concerns or reports. Note that in some cases, the background check can take a long time, but announcements should still wait until it is complete.

If three letters of recommendation have not already been collected or requested, the department should do so now for the selected candidate. The letters are required to complete the hiring process.

The department should direct the candidate to order their official transcripts for all degrees, which is outlined in the offer letter. The official transcripts must be received, assessed, approved, and delivered to Academic Affairs before the start date of employment. Transcripts that are not in English or from countries with different educational standards should be accompanied by a third party evaluation from a reputable firm. Like the transcripts, the candidate is responsible for the expense.

If the selected candidate is ABD, proof of the completion of the terminal degree will be required before the start date. If an official transcript is not available before the start date, we can accept a letter from their dissertation committee or other institutional authority confirming the completion of the requirements of the terminal degree. The official transcript should be delivered as soon as it is available.

Updating the statuses in USC Jobs

Meanwhile, the search committee chair should log in to the USC Jobs system (PeopleAdmin) and update the statuses for all of the candidates remaining in the pool.

- Candidates who were not selected for a phone interview should be updated to "Not Interviewed-Not Selected". A menu of reasons will appear, and the search committee chair should select the option closest to the actual reason. If no reason is adequate, the search committee chair may select "other." Candidates who submitted an application after the interview process began should be updated as such.
- Candidates who were selected as semi-finalists and participated in a phone (or pre-) interview should be updated to "Interview Approved/Pending" >>> "Interviewed". From those candidates, the status should then be updated to either "Finalist" or "Interviewed - Not Selected". Again, a reason will need to be selected.

- Among the finalists, the selected finalist for the position should be updated to “Recommend for Hire”. The others should be updated to “Interviewed – Not Selected”, and the most accurate reason selected (candidate withdrew, candidate declined offer, etc.), until only the chosen finalist remains.

Once statuses are updated, the applications will no longer be accessible. The search committee chair should create and retain a spreadsheet or other form of tracking to serve as their record of candidate review. They may need to refer to it in the case of a challenge, or if the selected candidate is a non-U.S. citizen, in which case a detailed spreadsheet will be due to HR.

As candidates are updated, the statuses will indicate “Email now” or “Email at filled”. The first means that an automatic message from the system will be sent immediately to the candidate letting them know they are no longer under consideration. The second means that the message will be delivered after the hire is fully processed, which could be as late as August. Thus, the preferred choice is “Email now”.

The automated message does not reveal or imply anything to the candidate about why they were not selected, and if a candidate reaches out, the search committee chair should not provide a reason. Search committee chairs may feel obligated to send personal notes to un-selected candidates, but it is strongly discouraged. The automatic message from the system is the best way for the candidate to be informed of their status.

In the event of a “failed” search, the statuses must still be fully updated until no candidates remain. This is an important step as it notifies all remaining candidates that the position is closed and they are no longer under consideration. A search cannot be fully closed until all statuses are fully updated.

The Hiring Proposal

Once the search committee chair has completed updating all the statuses, the department’s administrative assistant, or Initiator, can begin the hiring proposal.

The department initiator should submit the hiring proposal as soon as possible after receiving the signed offer letter. However, please be aware that it may not fully process through workflow until closer to the start date (more information below).

Onboarding and Orientation

Assuming the background check has been completed and returned, the department can begin communicating with the new faculty member about the upcoming term – teaching schedule, office and supply needs, keys, computers, etc.

The UofSC system prioritizes hiring actions by the start date, so it is expected that significant onboarding activities will not begin until closer to the start date. University access, physical and electronic, is not possible before the hire has fully processed in the system.

Onboarding occurs online on several platforms. The system will communicate with the faculty member via the preferred email address from their application, and they should take care to respond to those notifications, follow all instructions, and complete the tasks with a sense of urgency, as they do expire after a certain period of time.

If there is need for access well before the start date, please contact the HR Coordinator to arrange for affiliate status, which will afford the new faculty member system access and email prior to the start date, if approved.

In mid-summer, new faculty will receive an invitation to New Faculty Orientation, organized by the Office of the Provost and the Center for Academic Innovation and Faculty Support, which typically occurs in the same week as Reporting Day. In-person attendance is mandatory.

Non-U.S. citizen Hires

If the new faculty member is a non-U.S. citizen who requires sponsorship, the Human Resources Office of International Support (OIS) will provide instructions and guidance in gathering all information required for compliance. The search committee chair is responsible for completing the required documentation and tasks as advised in a timely manner.