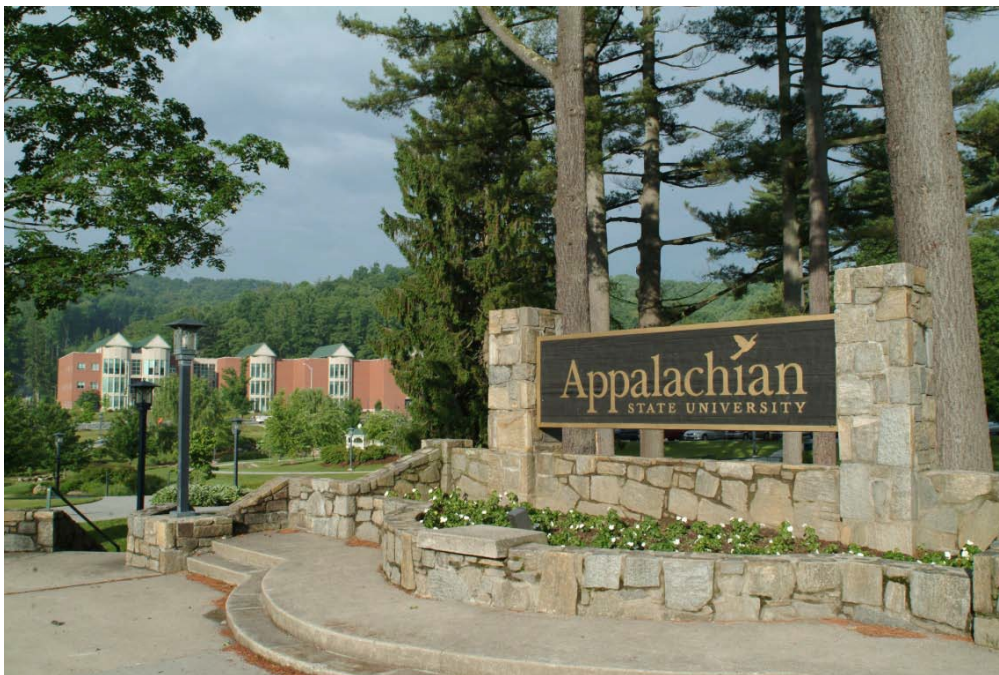


# RECRUITMENT AND SELECTION POLICIES AND PROCEDURES FOR FACULTY POSITIONS

## AppState Careers



## Office of Human Resources

APPALACHIAN STATE UNIVERSITY

330 University Hall Dr.  
Boone, NC 28608  
828-262-3187

[employment@appstate.edu](mailto:employment@appstate.edu)

[Recruitment and Selection](#)

Appalachian State University (the “university”) is an affirmative action and equal employment opportunity employer. The university does not discriminate in access to its educational programs and activities, or with respect to hiring or the terms and conditions of employment, on the basis of race, color, national origin, religion, sex, gender identity and expression, political affiliation, age, disability, veteran status, genetic information or sexual orientation. The university actively promotes diversity among students and employees. The university is committed to its affirmative action plans and seeks to deepen its applicant pools by attracting interest from diverse, qualified individuals.

The Recruitment and Selection Policies and Procedures for Faculty Positions contain university policies and procedures to guide search committees as they prepare for and conduct successful searches for Faculty positions. The document also contains suggestions and recommendations for recruiting and hiring individuals from groups that are underrepresented at Appalachian.

The Office of Human Resources is responsible for ensuring that the university is in compliance with federal and state laws, executive orders, and institutional policies and procedures pertaining to affirmative action (“AA”) and equal employment opportunity (“EEO”) matters. The Director of HR/AA/EEO compliance or a designee in HR-Employment is available to advise and assist university community members on all matters related to AA/EEO programs and compliance guidelines, including searches for Faculty employees.

## **I. Covered Positions**

These procedures apply to hiring for all Faculty positions – tenure-track and fixed-term faculty. The procedures apply to any Faculty position that involves at least seventy-five percent (75%) time.

Equal opportunity and affirmative action principles dictate that university searches must be expansive and open. Generally, Faculty positions must be advertised nationally for a minimum of 30 calendar days. Upon approval from Human Resources, searches may be limited to regional or local advertising and/or advertised for less than 30 calendar days (minimum 14 days) depending on the circumstances. Positions in Athletics for coaching staff must be posted for a minimum of 14 days. In addition, internal searches may be approved by Human Resources and the appropriate hiring administrator in limited circumstances.

No search is required under the following circumstances:

1. when filling a Faculty position that is less than seventy-five percent (75%) time;
2. when extending a fixed-term appointment for a limited duration;
3. where a principal investigator or co-principal investigator has been named in a grant or contract and the award is contingent upon the individual(s) named serving in that capacity;
4. a promotion or upgrade in administrative title where the employee’s qualifications, skills, and/or additional duties justify an upgrade and the person promoted or upgraded in title is more qualified than the other employees in the unit or department (*e.g.*, assistant director to associate director, coordinator to director);
5. when an employee is reassigned duties or transferred to another department or division for purposes of reorganization or to meet other institutional needs;

6. when the Chancellor employs immediate staff whose duties include management of matters that are confidential in nature and/or acting as the Chancellor's personal representative to constituencies on or off-campus (e.g., executive or special Administrative Assistant, Chief of Staff, Assistant to the Chancellor for University Relations, etc.); or
7. faculty promotions (e.g., assistant professor to associate professor, associate professor to full professor), although such promotions must follow the procedures specified in the [Faculty Handbook](#).

Search requirements may be waived, in whole or in part, in special circumstances, including, but not limited to, the following:

1. There is insufficient time to conduct a full, competitive search, and the hiring administrator can identify a pool of one or more qualified candidates.
2. The hiring administrator wishes to make an interim academic or administrative appointment for a finite period while a full search is conducted.
3. Hiring is needed to fill unanticipated openings or vacancies, including, but not limited to, grant positions, post-doctoral positions, and those resulting from leaves of absence, medical emergencies, deaths or resignations.
4. Administrators seek to hire faculty to fill part-time, temporary or time-limited positions including, but not limited to, assistant deans, associate deans, and directors of administrative units.
5. The hiring administrator wishes to make an exceptional hire where the university has the opportunity to hire someone with outstanding skills and experience along with the one or more of the following factors: 1) experience working with diverse populations; 2) academic scholarship; 3) teaching; 4) exceptional achievements; 5) outstanding leadership and service; or 6) other special talents so as to confer a distinct benefit to the institution's mission.

Departments and units wishing to conduct an internal search, limited external search, or no search must review the Policy for Requesting a Waiver of Faculty Recruitment Procedures and submit a Request for Waiver of Faculty Recruitment Procedures to the appropriate university officials. See **Attachment A**.

## **II. Organizing the Search Committee**

Prior to beginning a search, the hiring authority will appoint the search committee (generally, at least three persons). For faculty searches and chair searches the search committee will be established or constituted in accordance with the [Faculty Handbook](#). See Section 4.1, *Faculty Handbook*. In academic departments where search committees are not utilized, the departmental personnel committee ("DPC") shall serve as the search committee. The hiring authority, the search committee or the department will appoint or elect a chair who develops a timeline for the committee's work, represents the committee to all constituents, and delivers final recommendations to the hiring official, or, in the case of faculty search committees or DPCs, to the DPC or the departmental chair, depending on the reporting chain determined by the department.

To the extent feasible and consistent with the criteria for membership in a search committee, departments or units should endeavor to include on the search committee women and individuals from underrepresented groups, as well as individuals who are committed to and/or have experience with enhancing diversity in the university community. In order to ensure consistent and accurate compliance with AA/EEO requirements during Faculty searches, HR provides Search Committee training and consultation through online training and tools in the HR website, via phone or email as needed, and an HR-Employment representative can meet with the search committee/chair at any point in the search process upon request. The Director of HR or a designee in HR-Employment is a non-voting, *ex officio* member of all Faculty search committees.

Search committees must conduct their meetings in accordance with the rules outlined in the most current edition of [Robert's Rules of Order](#), unless exceptions to these rules are noted in this document or the latest edition of the [Faculty Handbook](#).

A [Faculty Search Committee Checklist](#) (Attachment B) is provided to assist search committees with the steps involved in the Faculty search process.

### **III. Creating the Job Advertisement and Recruitment Plan**

The search committee must review a detailed posting. The committee should develop objective selection criteria based on the position requirements. The search committee should discuss effective recruitment plan, timelines for the search, including the initial review date, interview schedules, and target dates for submitting hiring recommendations.

**The department user or Search Chair creates the posting in AppState Careers and submits forward for approvals from the Dean, Academic Affairs, and Compliance/EEO (HR). The assigned Talent Acquisition Specialist post the position. The Search Chair receives an email that position is posted and is provided tools and guidelines for the search process.**

In order to comply with our AA/EEO recruitment and hiring goals and obligations, it is imperative that search committees create recruitment plans designed to broaden the applicant pools of qualified individuals and attract individuals from groups that are underrepresented at Appalachian. And it is critical that we have accurate records that document these efforts. Search committees should devote some meeting time to brainstorming about possible outlets for recruitment – national publications, regional publications, professional journals and newsletters, e-mail lists, contacts at Historically Black Colleges and Universities and other institutions that serve groups who are underrepresented at Appalachian, institutions that enroll significant numbers of doctoral and terminal degree students from underrepresented groups, and contacts at other institutions in the USA and abroad. For information on possible recruitment outlets, please review the [Employment Recruitment and Selection website](#).

### **IV. Advertising the Position**

All Faculty job announcements in AppState Careers are automatically posted in the following locations: AppState Careers site, The Chronicle of Higher Education, Higher Ed Jobs, HERC, and the Local Job Network. The university pays for these advertisements; all other advertising costs must be covered by

the unit, department or college that is conducting the search.

Advertising Outside of AppState Careers: Formal print ads for faculty positions that appear in a publication are no longer required when seeking labor certification applications for university professors. However, if the search committee would like a print advertisement placed in a publication, they would work directly with the publisher. Sample Ad (Attachment C)

Print Ads can be generated within AppState Careers by the Search Chair. In the posting, click the Reports tab and click Faculty Job Advertisement to generate the ad. Any shortened version of the approved ad should provide potential applicants the Quicklink for Posting (found in online posting). For example at the end of the ad, include the following language, “To view the posting and application procedures click link, <http://appstate.peopleadmin.com/postings/xxxxx>”.

## **V. Reviewing Applications and Communicating with Applicants**

It is required that the search committee discuss and agree upon a list of criteria for the position. All members must review all applications, and document their assessment using the criteria. All members will submit their documentation to the search chair upon completion of the search, along with all other written materials related to the search. Best practice is to evaluate each applicant utilizing a rubric/matrix or the Evaluative Criteria feature in AppState Careers.

When an applicant applies to a posting, applicant completes a simple profile and attaches any required or optional additional documents pre-determined by the hiring department/search committee and in some cases HR. Applicants are asked additional voluntary AA/EEO questions which are kept separate from their application profile but used by HR for AA/EEO interim report, data analysis and reporting. Search committees no longer are required to send Attachment E, Affirmative Action Data Request Form since the online system is providing this data.

Once an applicant has completed the application process, the applicant receives a confirmation email and their application materials are made available to the search committee. Application materials should only be reviewed and evaluated by search committee once the evaluative criteria/matrix has been determined and approved by the search committee to ensure fairness and consistency in the evaluation process.

Confidentiality must be maintained throughout the search process, including, but not limited to, the identity of applicants, submitted application materials, reference checks, interviews, committee discussions and deliberations, short list determinations, and final offers. Information gathered during the search process may not be shared with others in the department or unit who do not serve on the search committee without written permission from the applicants. Search committee members should not engage in discussions about the applicants or the submitted application materials outside the confines of a search committee meeting – the only legally- privileged setting for discussion of confidential information related to a search.

While interviewing applicants at professional conferences, members of a search committee may not engage in evaluative conversations with one another about the applicants. Rather, search committee members should record their impressions, observations, and assessments about the applicants, and share this information at the next search committee meeting.

Should a search committee wish to share application materials with others who are not on the search

committee, e.g., faculty in a department, the search committee chair must obtain written permission from the applicants before the materials can be shared.

## **VI. Reference Checks and Telephone Interviews**

After the search committee narrows the field of viable candidates who may be considered for on-campus interviews, the search committee chair should contact each candidate concerning the following items: 1) inform the candidate that he/she remains under consideration and ascertain whether the candidate is still interested in the position; and 2) inform the candidate that the committee will be calling both the indicated references and non-indicated references which may include the candidate's immediate supervisor. The chair must receive written permission from the candidate to call indicated references, non-indicated references, and the candidate's immediate supervisor. This may be accomplished via e-mail or fax. On occasion, individuals may refuse to give a reference without a written release from the applicant. In situations where a reference requires a written release before providing information, the chair of the search committee may contact the applicant and request a written release. A sample release is attached. **See Attachment F.**

The committee should identify members who will conduct the reference checks and create a list of questions to ensure equity and consistency. Questions must be related to the qualifications and responsibilities advertised in the position vacancy announcement. A list of permissible and impermissible topics is attached. **See Attachment G.** Each member of the committee should call approximately one-half of the indicated and non-indicated references for one or two candidates. All answers should be recorded in writing and archived with the search committee materials at the end of the search.

Reference information is confidential and should not be shared with anyone other than the members of the search committee. A summary of reference information may be provided to others, e.g., faculty in a department, but the summary should not attribute any comments to a particular referee.

Prior to or after conducting reference checks, search committees may choose to conduct phone interviews or video conferences. Adding this step may provide the search committee with valuable information that will assist the committee in narrowing its final pool of candidates for on-campus interviews.

## **VII. Creating the Interview List**

When the applicant pool has been narrowed to the number of candidates who will be invited for an on-campus interview, the search committee chair must transition each applicant's status to its current status. Before interviews can be scheduled, the search committee chair must transition the selected applicants' statuses to "Selected for Interview-Requires Compliance/EEO Approval". **This step is required before HR can review and approve candidates for interview.** HR will review the AA/EEO data supplied by the applicants and provide the search chair the Interim Review. The information will help us determine the degree to which we are attracting a diverse applicant pool, and ensure that we are eliminating applicants from further consideration based on objective, nondiscriminatory factors.

The AA/EEO information regarding individual applicants cannot be shared with the search committee. However, a summary of the data is available to the search chair during the recruitment process by going to the posting, clicking on Reports and generating the Departmental EEO Report. **Candidates should not be**

**invited for interviews until the search committee chair receives the system email indicating approval to invite candidates for On Campus Interviews.**

### **VIII. On-Campus Interviewing**

Develop an interview schedule that follows a consistent format for each candidate and ensures an equitable process. Identify all individuals and groups who will be involved in the on-campus interviews. Schedule the campus visit and provide all interested campus individuals and groups with a copy of the interview schedule and background information about the candidate. The search committee may seek feedback from non-committee members who participate in the on-campus interviews, and it is recommended that the committee provide a feedback sheet for this purpose. The written comments should be considered at the next search committee meeting and be added to the search committee file.

### **IX. Selecting the Final Candidate**

After all candidates have been interviewed, the search committee must meet to deliberate and vote on the candidates who will be recommended for hire. The voting must be done in accordance with *Robert's Rules of Order* and all votes recorded in writing. The following suggestions are offered to assist with the voting process:

- The name of only one candidate may be moved in a single motion.
- The chair of the search committee or the EOA counts the votes and reports the results to the committee.
- A simple majority vote (or a seventy-five percent (75%) vote by DPCs as required by the *Faculty Handbook*) will send a candidate's name to the hiring administrator.
- A non-binding straw vote by secret ballot may be helpful when seeking focus or consensus prior to any official vote.
- Official votes are final and binding.
- All written ballots must be retained by the chair and placed in sealed envelopes –one envelope for each candidate vote.

**International Candidate:** When a search recommends the hiring of an international candidate who is not a citizen or permanent resident, the chair of the search committee must complete additional paperwork and submit a report to the Office of International Education and Development (OIED). This report must be delivered to OIED prior to the preparation of a contract letter of offer to an international candidate. For more information, please contact the Director of International Student and Scholar Services in OIED.

When the search committee has concluded its deliberations and is ready to make its recommendation, the chair must transition the selected candidate's status to "Finalist" (Department Chair receives a system email notifying them of the Finalist(s) or "Recommend for Hire" (Dean receives a system email notifying them of the final recommendation). The Search Chair must provide name(s) of Finalist(s) and supporting documentation to the Department Chair or Dean outside of the online system. Once the Department Chair and/or Dean approve the recommendation, the hiring authority will start the Hiring Proposal and submit forward to obtain all the necessary approvals prior to extending the offer. In order for the hiring authority to start the Hiring Proposal, the applicant's status must be at "Recommend for Hire".

The Hiring Proposal submits forward through the online approval workflow. Academic Affairs works with the  
Feb-20

hiring authority to issue the contract.

When hiring is approved, it is the responsibility of the Chancellor, the Provost, or the appropriate Vice Chancellor to issue the contract and to receive the signed contract.

After the offer has been accepted, the search committee chair updates all the applicant statuses and notifies applicants who were interviewed but not hired that the position has been filled. The search chair must notify HR if the search has failed.

HR's responsibilities:

1. Manage the background check procedures once candidate is moved to "Recommend for Hire"
2. Confirmed New Hire is "Onboarded" and receives/submits new hire paperwork electronically
3. Posting is moved to Filled notifying all applicants via email

## **X. Documenting the Search**

The search committee file must be retained for three (3) years after the search has ended. After a search has been concluded, the chair of the search committee must gather all materials related to the search and forward the materials to University Archives and Records for storage. Applicable forms are found on the university's electronic forms page under "University Archives and Records" as well as on the HR web site (<https://hr.appstate.edu/hr-services/employment/recruiting-and-hiring>).

The search committee file should include, but not be limited to, the following documents: a list of members of the search committee, the job announcement, a list of applicants, all applications and supporting materials, correspondence, notes of committee members, lists of interview questions, rating sheets and/or lists of criteria, reference checks, records of votes, and the list of candidates recommended for hire.

Thank you for taking the time to review this material. Please do not hesitate to contact HR if you have questions or need further information.



## ATTACHMENT A

### Policy for Requesting a Waiver of Faculty Recruitment

#### Procedures Appalachian State University

#### Office of Human Resources

The university is committed to equal employment opportunity and affirmative action practices and principles, and hires without regard to race, color, age, sex, creed, religion, national origin, political affiliation, disability, sexual orientation, gender identity and expression, veteran status or genetic information. Consistent with these principles, the university has established procedures for recruiting and hiring Faculty that are designed to increase our applicant pools and attract interest from diverse, qualified individuals.

Generally, Faculty positions are filled through external national searches that incorporate a comprehensive recruitment plan in accordance with the Recruitment and Selection Procedures for Faculty issued by Human Resources. However, there may be situations where the needs and goals of the university require a temporary or permanent waiver of the Faculty recruitment procedures in order to fill a Faculty position. These situations might include the following:

1. There is insufficient time to conduct a full, competitive search, and the hiring administrator can identify a pool of one or more qualified candidates.
2. The hiring administrator wishes to make an interim academic or administrative appointment for a finite period while a full search is conducted.
3. Hiring is needed to fill unanticipated openings or vacancies, including, but not limited to, grant positions, post-doctoral positions, and those resulting from leaves of absence, medical emergencies, deaths or resignations.
4. Administrators seek to hire Faculty to fill part-time, temporary or time-limited positions including, but not limited to, assistant deans, associate deans, and directors of administrative units.
5. The hiring administrator wishes to make an exceptional hire where the university has the opportunity to hire someone with outstanding skills and experience along with the one or more of the following factors:
  - 1) experience working with diverse populations; 2) academic scholarship; 3) teaching; 4) exceptional achievements; 5) outstanding leadership and service; or 6) other special talents so as to confer a distinct benefit to the institution's mission.

All requests for a waiver of Faculty recruitment procedures must be pre-approved by the appropriate Vice Chancellor. The hiring administrator then must complete a **Request for Waiver of Faculty Recruitment Procedures** with written justification that explains the legitimate nondiscriminatory reasons for such a waiver. Where a request is made for a temporary waiver, the appointment will be made for one year with an opportunity to renew the waiver for an additional one-year period. The Request for Waiver must be approved by the department chair/director, dean (if applicable), Director of HR or designee in HR-Employment, and appropriate Vice Chancellor.

**ATTACHMENT A**  
**Request for Waiver of Recruitment for Faculty Position**  
**Appalachian State University**  
**Office of Human Resources**

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1. Department/Unit: \_\_\_\_\_ School/College: \_\_\_\_\_  
2. Position title: \_\_\_\_\_ (attach the job description and required qualifications)

3. Is this a new position?      Yes      No (if yes, provide a copy of position approval) Position Number \_\_\_\_\_

4. Faculty category of position:  
    Tenure-Track Appointment                      Professional, without Academic Rank  
    Temporary Appointment – One                Non-Tenure-Track Faculty

5. Name of person recommended: \_\_\_\_\_ Salary: \_\_\_\_\_  
(please attach current curriculum vitae/resume of candidate)

Is the candidate a current employee?      Yes      No

If yes, department: \_\_\_\_\_ Title: \_\_\_\_\_

6. Effective dates of appointment: From \_\_\_\_\_ To \_\_\_\_\_ or At-Will Employment \_\_\_\_\_

7. Indicate recruitment action taken to identify candidate:  
 Identified through another search               Referral  
 Other (specify): \_\_\_\_\_

8. Attach a Letter of Justification. Describe how the request is consistent with the Policy for Requesting a Waiver of Faculty Recruitment Procedures.

Do not use this waiver process if you intend to hire a foreign national employee who will require university sponsorship for permanent residency through the PERM Special Handling process in order to maintain work authorization in the United States. A job search waiver does not meet the requirements for university sponsorship of permanent residency; the new foreign national employee must be hired for a position that was nationally advertised for at least 30 days in order to be eligible for PERM Special Handling. Please contact the Office of International Education and Development at [issso@appstate.edu](mailto:issso@appstate.edu) or 828-262-2046 with any immigration questions or concerns.

The request and justification must contain sufficient information to demonstrate that the appointment of the candidate is based on legitimate, nondiscriminatory reasons.

Approved by:  
Department Chair/Director: \_\_\_\_\_ Date \_\_\_\_\_  
Dean (if applicable): \_\_\_\_\_ Date \_\_\_\_\_  
Human Resources: \_\_\_\_\_ Date \_\_\_\_\_  
Vice Chancellor: \_\_\_\_\_ Date \_\_\_\_\_

**Faculty Search Committee Checklist**  
**AppState Careers (PeopleAdmin)**  
**Appalachian State University**  
**Office of Human Resources**

**Organizing the Committee**

- Hiring Authority or designee charges the search committee
- Appointment/election/recognition of search committee chair
- Establish search committee meeting schedule and identify tasks to be completed by each member
- Identify the person(s) responsible for documenting search committee meetings, votes, etc
- Best Practice Workshop, System Training, or Ad hoc meetings available through HR
- [Recruitment and Selection Policies and Procedures for Faculty Positions](#)

**Create Posting**

- Department/Search Chair creates the posting in AppState Careers (Hire Module) and submits for Dept Chair, Dean, Academic Affairs and HR approval. Use Addendum C as template prior to creating in the online system, if desired
- Develop timelines for search, including posting dates, initial review date and proposed hire date
- Recruitment Plan: Identify outreach strategies to locate and encourage underrepresented persons to apply and develop comprehensive recruitment plan designed to broaden the applicant pool
- All postings are posted to the Chronicle/Vitae, HigherEd Jobs, Local Job Network, and HERC (HigherEducation Recruitment Consortium), and Indeed
- Review and address AA/EEO policies
- HR post the vacancy after all approvals are obtained

**Organizing the Search**

- Search committee chair receives a system generated email once the position is posted
- Search committee chair adds the search committee members in the posting in order to give each search committee member access to view posting and application materials
- Develop timelines for search, including interview schedule, and target dates for submitting hiring recommendations
- Develop rubric/matrix that is directly related to the posted requirements of the position

**Communicating with Applicants**

- Applicant automatically receives a confirmation email once application materials are successfully submitted to the search committee
- Affirmative Action/EEO information will be requested from the applicant through application process
- Variety of email templates are available to send as bulk email to inform applicants of search status.

**Review/Evaluate Applications**

- Search Committee [User Guide](#) explains different methods of locating and reviewing application materials
- Use Evaluative Criteria feature or develop a matrix/rubric outside of system to evaluate applicants
- Search committee should only evaluate applicants once a matrix/rubric is outlined and approved by the committee
- Evaluate applicants on their qualifications and full range of strengths and contributions as they relate to the requirements outlined in posting

**Checking References**

- Identify search committee members to conduct telephone and written reference checks
- Determine the questions to be asked each reference; all references should be asked the same questions, allowing for individualized follow-up questions as needed
- Search committee chair must obtain permission from each candidate to contact indicated references, non-indicated references, and direct supervisors

- Obtain written permission to share applicant files with department faculty and others, if applicable

#### **Prior to On-Campus Interviews Search Chair Must....**

- Search committee chair is responsible for managing/sorting the applicant pool by updating applicant statuses in Appstate Careers during the search process. I.e: Search Committee Determined Not Qualified and select reason or Qualified, etc
- (Interim Report) Candidates selected for interview must be at the status of "**Selected for Interview- Requires Compliance/EEO Review**" for HR to review AA/EEO data prior to on-campus interviews
- Document all decisions, comparing credentials and qualifications of the semi-finalists and those who did not receive further consideration

#### **Conducting Interviews**

- Design the interview process and campus visit with AA/EEO principles in mind; review list of permissible topics for discussion during interviews and social time with candidates
- Identify all persons and groups to be involved in the interview process
- Develop specific job-related questions to ask each candidate; all candidates should be asked the same questions, allowing for individualized follow-up questions as needed
- Collect written comments from others who interact with the candidates; retain and include in the official search file

#### **Selecting the Final Candidate**

- When the search committee has concluded its deliberations and is ready to make recommendation(s) to the hiring authority. The chair updates candidate's status to "Recommend for Hire" and notifies the hiring authority. If applicable, HR initiates the Background Check
- Hiring authority begins the Hiring Proposal for the selected applicant
- Hiring authority can inform the candidate the position will be officially offered to candidate once all the approvals are obtained.
- Once the Hiring Proposal is approved, AA moves the Hiring Proposal to "Extend Offer" and the Division's Contract Initiator will contact the hiring authority to extend the contingency offer. Hiring authority communicates with Division Office if offer is accepted or declined. The Division Office is responsible for issuing the contract. When the signed contract is returned, the Contract Initiator moves the Hiring Proposal to Offer Accepted
- Once signed contract is received, search chair sends non selection letters via email to all applicants interviewed but not hired. [Sample Letters](#)
- HR moves Posting to "Filled" which sends automated email to all applicants that the position is filled.

#### **New Hire**

- HR sends new hire paperwork via the Onboarding Module and new hire completes and submits electronically to HR

#### **Documenting the Search and Storage**

- Gather all search committee materials and forward the materials to the Office of Archives and Records. The file should include, but not be limited to, the following: a list of members on the search committee, the job announcement, all applications and supporting materials, a copy of all completed and approved, correspondence, notes of committee members, lists of interview questions, reference checks, rating sheets and/or lists of criteria, records of votes, and the list of candidates recommended for hire

## ATTACHMENT C

### MEMORANDUM

TO: Deans and Department Chairs  
FROM: Darrell P. Kruger  
Provost and Executive Vice Chancellor  
DATE: September 24, 2018  
SUBJECT: Faculty Position Advertisements

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Attached is a standard job template for advertising faculty positions. The idea for providing such a template emerged from observations by deans and other administrators that Appalachian's advertisements have been inconsistent and sometimes inaccurate in their descriptions of the university and of faculty responsibilities. Departments are responsible for including the items listed below, and Dean's offices are expected to monitor the quality of the ads and the inclusion of the required items.

1. The department or area in which the position is located.
2. The nature of the position (e.g. none-month tenure-track)
3. Proposed rank or range of ranks
4. Beginning date of appointment
5. Minimum qualifications
6. Additional Areas of Interest (No Minimum Level Required)  
*\*Do not use the word "prefer" or "preferred qualifications"*
7. Essential duties and responsibilities, including duties outside classroom teaching
8. Special Instructions to Applications, including the specific contents of a complete application
9. Person and address to whom the application should be sent (specify whether materials may be submitted electronically)
10. Initial date for review of complete applications

The Description of the University, AA/EEO Statement, Diversity Statement, Background Check Statement, and Eligibility of Employment Statement will now be seated to add consistency to job announcements.

## FACULTY JOB ADVERTISEMENT WORKSHEET

<b>Faculty Rank</b>	
<b>Beginning Date of Appointment</b>	
<b>Position #</b>	
<b>Type of Position</b>	
<b>Tenure Status</b>	
<b>Number of Months per Year</b>	
<b>Minimum Qualifications</b>	
<b>Additional Areas of Interest (No Minimum Level Required)</b>	
<b>License/Certification Required</b>	
<b>Essential Duties and Responsibilities</b>	
<b>Special Instructions to Applicants</b>	
<b>Initial Review Date</b>	
<b>Person and address to whom the application should be sent</b>	
<b>Description of the Department or Unit</b>	

<b>Search Committee Chair Name</b>	
<b>Search Committee Chair Email Address</b>	
<b>Seated Disability Statement</b>	Individuals with disabilities may request accommodations in the application process by contacting Maranda Maxey, Director & ADA/504 Coordinator, at 828-262-3056 or maxeymr@appstate.edu.
<b>Description of the University</b>	Appalachian State University, in North Carolina’s Blue Ridge Mountains, prepares students to lead purposeful lives as global citizens who understand and engage their responsibilities in creating a sustainable future for all. The transformational Appalachian experience promotes a spirit of inclusion that brings people together in inspiring ways to acquire and create knowledge, to grow holistically, to act with passion and determination, and embrace diversity and difference. As one of 17 campuses in the University of North Carolina system, Appalachian enrolls about 19,000 students, has a low student-to-faculty ratio and offers more than 150 undergraduate and graduate majors.
<b>AA/EEO Statement</b>	Appalachian State University is an Affirmative Action/Equal Opportunity Employer. The University does not discriminate in access to its educational programs and activities, or with respect to hiring or the terms and conditions of employment, on the basis of race, color, national origin, religion, sex, gender identity and expression, political affiliation, age, disability, veteran status, genetic information or sexual orientation.
<b>Diversity Statement</b>	Appalachian State University is committed to developing and allocating resources to the fundamental task of creating a diverse campus culture. We value diversity as the expression of human similarities and differences, as well as the importance of a living and learning environment conducive to knowledge, respect, acceptance, understanding and global awareness. Learn more at <a href="http://diversity.appstate.edu">http://diversity.appstate.edu</a> .
<b>Background Check Statement</b>	Any offer of employment to a successful candidate will be conditioned upon the University’s receipt of a satisfactory criminal background report.
<b>Eligibility of Employment</b>	Proper documentation of identity and eligibility for employment will be required before the hiring process can be completed.

**ATTACHMENT F**

Form Release to be Signed by Persons Concerning Whom References Will be Contacted:

To whom it may concern:

I have applied for employment with Appalachian State University (the "University"), and I have authorized the University to obtain from my current and former employers, colleagues, and educational institutions I have attended, information that might bear on my qualifications and fitness for employment. Such information might include information on (but would not be limited to) quality of work, relationships with co-workers and supervisors, work attitude, productivity, and trustworthiness.

I hereby request and authorize you, as a current or former employer, colleague, or educational institution, or as an agent or employee of a current or former employer, or educational institution, to provide to the University, in writing or orally, all such information about me as the University may request, and I release the University and you from and hold you and the University harmless for any and all liability arising out of or related to the provision or the University's use of such information. Further, I authorize the University to maintain as confidential any letter of reference you may provide and any notes of your oral statements of reference. Finally, I irrevocably waive any right I might have, pursuant to law or otherwise, to review or to be apprised of the contents of such references, written or oral.

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



**ATTACHMENT G**  
**Interview Guidelines**  
**Appalachian State University**  
**Office of Human Resources**

<b>ITEM</b>	<b>IMPERMISSIBLE INQUIRIES</b>	<b>PERMISSIBLE INQUIRIES</b>
AGE	Age, birth certificate. Federal law prohibits discrimination on the basis of age over 40. Inquiries as to date of high school or college graduation.	Whether candidate meets minimum or maximum age requirement that is a bona fide occupational qualification, such as for police officer or firefighter.
ALCOHOL OR DRUG USE	Alcoholism is a covered disability under the ADA. Current users/abusers of illegal drugs are not protected under the ADA.	None.
ARREST RECORD	Any inquiry relating to arrest.	None.
CITIZENSHIP	It is an unfair employment practice to discriminate on the basis of citizenship. The law does not protect unauthorized aliens. It protects citizens and intending citizens, which includes aliens who are lawful permanent residents, as well as temporary residents under the amnesty program who complete a declaration of intention to become citizens. It is not an unfair employment practice for an employer to prefer to hire a citizen or national of the U.S. over another individual who is an alien if the two individuals are equally qualified for the job (8 USC 1324b).	Whether candidate is legally eligible to work in the U.S.
CONVICTION RECORD	Inquiries relating to convictions that do not relate to the job in question.	Inquiries about convictions that reasonably relate to performing the job in question. Consider both nature and number of convictions, facts surrounding each offense, the job-relatedness of each conviction and the length of time since conviction, plus applicant's employment history since conviction.
CREDIT RATING	Inquiries relating to credit history or credit rating that do not relate to the job in question.	Inquiries about credit history that relate to the job in question.
DISABILITIES	In general, the employer may not ask disability-related questions at the pre-offer stage.	Questions about the applicant's ability to perform specific job functions, with or without reasonable accommodations.

ITEM	IMPERMISSIBLE INQUIRIES	PERMISSIBLE INQUIRIES
EDUCATION	Degree status or level of education unless employer has proven that the specific degree is the only way to measure a candidate's ability to perform the job in question.	Inquiries regarding degrees or equivalent experience. Information regarding courses relevant to a particular job.
GENETIC INFORMATION	Information about an individual's genetic tests, information about the genetic tests of a family member, family medical history, requests for, and receipt of, genetic services by an individual or family member.	None
HEIGHT OR WEIGHT REQUIREMENTS	Height or weight requirements not related to job.	Height or weight requirements necessary for the job.
MARITAL AND FAMILY STATUS	Childcare issues or problems, marital status, number and/or ages of children or dependents, pregnancy, medical history of pregnancy, future child bearing plans, support orders, schooling, name, address or employment status of spouse etc.	Questions about whether candidate can meet work schedule. Ask of both sexes.
MILITARY SERVICE	Under federal law, federal contractors may only invite veterans to self-identify if it is in connection with an affirmative action effort. Preferring applicants with honorable discharge rather than dishonorable discharge may be race discrimination under the adverse impact theory. Federal law protects against discrimination on the basis of military service. However, a less than honorable discharge can be the basis for denial of reemployment. Cannot ask about military convictions, unless job related.	Type of experience or education in military as it relates to job.
NAME	Inquiries to determine national origin, ancestry, or prior marital status.	Whether candidate has ever worked under a different name.
NATIONAL ORIGIN	Lineage, ancestry, descent, mother tongue, birthplace, citizenship. National origin of spouse or parents. Refusal to hire because of a foreign accent or lack of facility with English could be construed as national origin discrimination. Individuals must be able to communicate well enough to perform the job.	Whether candidate is legally eligible to work in the U.S.
ORGANIZATIONAL AFFILIATIONS	All not related to professional discipline	Inquiry into candidate's membership in organizations which are job related.
PERSONAL APPEARANCE	Questions about the person's appearance or making unnecessary comments on personal appearance.	Okay to state guidelines for on- the-job dress code that serves a reasonable business purpose, and to advise of ASU rules regarding standards of appearance or dress to prevent a danger to the health, welfare, or safety of employees or others.

ITEM	IMPERMISSIBLE INQUIRIES	PERMISSIBLE INQUIRIES
POLITICAL AFFILIATION	Questions regarding the applicant's past or present political affiliation or lack of political affiliation.	None.
RACE, COLOR or ETHNICITY	Complexion or color of skin; ethnic background or ancestry.	None.
RELIGION	Religious preference, affiliation, or practice; church membership or place of worship.	Whether applicant can meet work schedule with reasonable accommodation if necessary.
SEX	Sex of applicant, where sex is not a bona fide occupational qualification (BFOQ).	Sex of applicant where BFOQ exists, such as actor or actress.
SEXUAL ORIENTATION	Questions about the person's sexual orientation, partner or living arrangements.	None (in accordance with ASU nondiscrimination policy).
UNION AFFILIATION	The Labor Management Relations Act makes it illegal for employers to discriminate on the basis of union membership.	None.