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Title

Search and Selection Guidelines for Faculty Recruitment
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Policy

This policy applies to all regular faculty positions. They may be tenure accruing or non-tenure accruing positions.

To be successful, these procedures require the close cooperation of the Dean's office staff (a representative of the University of Florida College of Dentistry Human Resources (UFCD HR) office), department chair, the search committee chair and the departmental faculty/staff when appropriate. The search committee chair/UFCD HR is responsible for maintaining correspondence and documentation during the search process. Once the search is completed, the documentation will be given to the UFCD HR office where it will be retained according to University regulations.

Exceptions: Please note, academic promotions, visiting titles, temporary appointments, adjunct positions, and certain administrative positions are subject to posting exemptions. A complete list of posting exemptions may be provided by the UFCD HR office. These types of positions do not require posting of a position advertisement.

In rare circumstances, if the department chair wishes to request a waiver for a modified recruitment, they must contact the UFCD HR office for details.

I. The Request to Fill a Faculty Line

The Request to Fill form is completed by the department chair/department administrator and submitted to the UFCD HR office for review and approval by the Finance Committee and the Dean.

II. Search Committee Identified and Appointed

The department chair develops a representative list of members to form a search committee.

- A. The composition of the search committee should be diverse; to include: a variety of individuals with different viewpoints/backgrounds, and individuals outside of the hiring department, in order to bring a variety of perspectives to the selection process. The department chair selects a search committee chair. It is recommended that the search committee chair be an individual outside of the hiring department. **The hiring authority and/or chair of the department may not serve on the search committee as this is viewed as a conflict of interest.**
- B. The names suggested for the committee are submitted to the UFCD HR office for the dean's approval.
- C. Committee includes the search committee chair, minimum of two search committee members, one of which should be from the department, and college advisor from the UFCD HR office. The college's advisor or designee serves as "ex officio" on all search committees to ensure that procedures conform to University of Florida rules and regulations.
- D. Depending on the nature of the search, faculty or administrative staff outside the college may be asked to serve on a search committee.
- E. All committee members must complete online training in prior to serving on a search committee.

III. The Vacancy Announcement

The department chair, in consultation with the search committee drafts a vacancy announcement and submits it to the UFCD HR office for review.

A draft of the position advertisement should include the following:

- Position number/Requisition number
- Position responsibilities
- Reporting line(s)
- Minimum required qualifications
- Additional preferred qualifications
- Area(s) of Specialization
- Statement: "Salary and rank commensurate with qualifications and experience"
- Department/college description
- Closing date and/or date the initial review will take place (if "open until filled")
- Each posting must include the following diversity and open records statements: "If an accommodation due to a disability is needed to apply for this position, please call 352-392-2477 or the Florida Relay System at 800-955-8771 (TDD). Hiring is contingent upon

eligibility to work in the US. Background searches are conducted in accordance with Florida's Sunshine Law. The University of Florida is committed to nondiscrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information, and veteran status in all aspects of employment including recruitment, hiring, promotions, transfers, discipline, terminations, wage and salary administration, benefits, and training.”

IV. Advertising the Vacancy

Considerable latitude exists in how and where a position vacancy will be advertised since this is dependent on the level of the search, and on the perceived difficulty in locating suitable applicants. The content of the advertisement as well as the proposed site, journal or publication should be approved by the college advisor before advertising. The below guidelines will be followed in the advertising of all regular faculty positions.

- A. The UFCD HR office posts advertisement via the Careers at UF system. The minimum posting requirement for faculty positions is 14 days. Vacancy deadlines may be extended for a minimum of seven days.
- B. A national search is required for an appointment to regular faculty. The college should advertise in a minimum of two approved external sources. To recruit women and underrepresented minorities (URM), it is recommended that the search committee advertise in journals such as the National Dental Association, Hispanic Dental Association, Academic Keys, Chronicle of Higher Education, and Insight into Diversity.
- C. The position vacancy will also be advertised in the following manner.
 - Sent to major distribution lists including (DN)-Everyone.
 - Post to appropriate universities, colleges, and predominately minority institutions.
 - Position vacancies should be advertised in appropriate national/international academic journals, newsletters and distribution lists. The selection of these advertising sources will be the responsibility of the search committee, with review/approval by the department chair.
 - The position may also be advertised in ways other than those listed above; please contact the UFCD HR office for additional resources.
 - All advertisements will include the language listed in Section II.
 - Any changes in rank/title, FTE, salary, etc. must be approved via a Request to Fill Form and reposted in Careers at UF for a minimum of seven days. All of these changes (with the exception of salary range) must be reflected in external advertisements.
- D. If necessary, rolling deadlines or “open until filled” postings may be utilized. A rolling deadline may be used as the dean deems appropriate and typically when:
 - there has historically been difficulty in filling a position in a single posting period; and/or
 - there is an unusually tight job market and the number of qualified candidates is very limited.

- if a rolling deadline is used, the advertisement will include the following language: “The search committee will begin reviewing applications on [specify date] and will continue until the position is filled.” When the search committee has identified a suitable pool of candidates, a closing advertisement date must be selected for the position advertised in the Careers at UF system.

V. First Committee Meeting

The chair of the search committee or designee organizes the first committee meeting with a UFCD HR representative and appropriate college staff and faculty. This usually includes, the division director, immediate supervisor, and/or department chair to discuss with the committee the responsibilities of the position and qualities of the candidate(s) they hope to attract.

- A. The search committee confirms the vacancy announcement.
- B. The department chair and UFCD HR office discuss the search and selection process, the importance of confidentiality, the nature of the committee and establishes timelines for conducting the search.
- C. The UFCD HR office discusses applicable non-discrimination laws, maintaining minutes, open meetings, and other aspects of Florida’s Open Meetings and Open Records Laws.
- D. All communications from the search committee should come from the search committee chair, UFCD HR office or designee.

VI. Search Committee Action

- A. The search committee meets prior to the application deadline (or on the “initial review date”). During this meeting, the search committee must identify the method by which applicants will be reviewed, including criteria for evaluation, and determine whether or not alternative recruitment strategies need to be developed and implemented.
 - The Search Committee develops a criteria chart that directly reflects the minimum and preferred qualifications stated in the vacancy announcement. The criteria chart should include data/ information that could assist in assessing the depth and range of candidates. Note: Applications are not to be reviewed until the search committee has established the criteria chart.
 - Often, the committee will meet on several occasions to review the applicants. The first screening should involve determining whether or not applicants meet the minimum qualifications for the position. The same screening criteria must be applied to all candidates.
- B. The search committee chair calls a committee meeting to discuss the applicants; it is highly recommended that committee members review application materials in relation to the criteria chart on their own in preparation for discussion during this meeting.
- C. Once the search committee agrees that there is a viable applicant pool and have identified individuals for a telephone or videoconference interview, a memo with the committee’s recommendation must be drafted and forwarded to the department chair and dean for review/approval prior to scheduling the interviews.

- Telephone or videoconference interviews may be conducted with the top candidates by members of the search committee. The committee may interview by telephone or videoconference as many candidates as it deems necessary. Questions to be asked of candidates selected for telephone/video conference interview are determined by the search committee. For additional information and suggested interview strategies, contact the UFCD HR office.
 - The purpose of the screening is to verify continued interest and candidate suitability for interview.
 - Acquire any substantive information that may be helpful to determine the candidate's suitability.
 - Assess the candidate's interpersonal and communication skills.
 - Acquire any substantive information that may be helpful to further narrow the applicant pool.
- D. As a result of the telephone or videoconference interviews, the committee generally limits their interest, based upon the hiring authority's request, to between three and five candidates. Note: References can be contacted either before or after in person interviews.
- The same questions are generally asked of each reference. Clarification regarding specific candidates is permitted.
 - References should be told that they may also be requested to send a letter of reference, at a later date.
 - Only references listed by the candidate are to be contacted at this point in the search. An immediate supervisor is preferred. A professional colleague able to assess the candidate's direct applicability to the vacant position is sought.
 - If the committee members decide they need to contact sources other than those provided by the candidate, the search committee chair or designee will contact the candidate to request additional references.
 - A synopsis of conversations with references is documented by those who make the calls and submitted to the committee chair and UFCD HR office. Three documented reference checks are required.
- E. The committee prepares a recommendation for interview, in memo format, addressed to the appropriate department chair and dean.
- The memo should be accompanied by supporting documentation (i.e., application and reference materials) and forwarded to the department chair and dean for review/approval.
 - The department chair and dean may accept the recommendations of the committee, may request that other candidates be brought in, may charge the committee to revise the search strategy and repost the position, or may ask that further reference checks on the applicants be completed.
- F. The search committee submits a final recommended interview schedule to the department chair, via the UFCD HR office, to include:
- The names of persons/groups recommended for inclusion in the interview

schedule.

- The names of the lunch and dinner guests.
- Any pertinent information on the interview.
- Preferred dates for interviews.
- The search committee chair or UFCD HR office.
- The search committee chair submits a memo addressed to the department chair and dean, outlining the strengths and weaknesses of each final candidate to aid in decision-making. The recommendation is accompanied by any supporting documentation deemed necessary by the committee.

VII. Decision to Hire

Once the final candidate is selected by the department chair and dean, the following steps should be completed:

- A. After reviewing the recommendation of the search committee, the department chair makes a recommendation to the dean to accept, reject, or modify the committee recommendation.
- B. A discussion to hire at the appropriate professional level should take place, considering the candidate's education, experience, and criteria referenced in the College of Dentistry's Promotion and Tenure Guidelines. This may require a review by the College's Promotion and Tenure Advisory Committee if hiring at a rank of associate or full, or for exceptional cases for tenure upon hire. The request and justification should be submitted in accordance with the University's Promotion and Tenure Guidelines.
- C. The department chair will discuss the following items with appropriate administrators prior to developing a letter of offer: lab and/or office space, start-up package, and/or participation in faculty practice.
- D. Confirm or complete reference calls for the selected before extending the offer letter.
- E. The UFCD HR office, department chair and dean develop a letter of offer. The offer is made to the candidate by the department chair and dean, contingent upon the completion of an approved background check and education transcripts/equivalency.
- F. Once the offer is accepted, the department chair and search committee chair disband the search committee and thank them for their service to the college. The UFCD HR office will initiate appropriate pre-employment requirements.
- G. The department chair, search committee chair or designee notifies all remaining applicants that the position has been filled. UFCD HR office dispenses applicants in Careers at UF.

VIII. Access to Search Files

Documentation associated with the search is maintained in the UFCD HR office. Current records management information can be found at: <https://records.uflib.ufl.edu/record-retention/retention-schedules/>. Records should be maintained for four years by the college.

Search files include documentation associated with a search.

- Vacancy announcement and copies of external advertisements.
- Applications
- CV's, and other documentation submitted by candidates.
- Letters of reference and/or documented reference checks.
- All correspondence (to include emails).
- Confirmation that all applicants were given the opportunity to self-identify.
- The criteria chart and other notes as prepared by the search committee.
- Interview schedules for candidates.

IX. Responsibility

It is the responsibility of the UFCD HR office to update and maintain this procedure consistent with current practices of the University Office of Human Resource Services and the Office of the Provost.

X. Welcome Plan for Incoming Faculty

Hiring authority or designee drafts a plan for onboarding and welcoming new faculty.

References

[UF Faculty Search Process Overview](#)
[Search Waiver Procedure](#)
[Careers at UF](#)
[Policy for Business Entertainment](#)

Contact Information

Policy Contacts:

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Important Dates

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- Revised June, 2014, Director of Human Resources, Dr. A. Isabel Garcia, Dean
- Revised December, 2019, Director of Human Resources, Dr. A. Isabel Garcia, Dean
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