



**University of  
New Hampshire**

# **Faculty Search and Hiring Manual 2023-2024**

Updates to the UNH Faculty Search and Hiring Manual will occur as needed. The most current version of the manual is available online at: <https://www.unh.edu/provost/academic-administration/faculty-appointments/hiring-procedures-forms>. For additional information, questions, or to provide feedback on the contents of the manual, please contact the UNH Office of the Provost at [Academic.Affairs@unh.edu](mailto:Academic.Affairs@unh.edu) or 603-862-3290 directly.

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# Faculty Search and Hiring Manual

## Purpose and Introduction

The purpose of this Faculty Search and Hiring Manual is to articulate the procedures and provide the processes and necessary forms for conducting and documenting a fair and equitable faculty search. UNH is committed to affirmative action, providing equal opportunity in employment, and broadening the diversity of our faculty. The promotion of such in our advertising, recruiting, and hiring practices ensures a dynamic learning and research environment in which qualified individuals of differing perspectives, life experiences, and cultural backgrounds pursue academic goals with mutual respect and a shared spirit of inquiry.

The Faculty Search and Hiring Manual covers details of processes for the following types of faculty hires: Tenure-track, Clinical, Research and Extension Faculty, and Lecturers on Renewable Appointments. It also provides general process information for other types of faculty hires: Visiting Faculty, Lecturers on One Year Appointments, Contract Librarians, Adjunct Faculty, Affiliate Faculty, Opportunity Hires, and Grant-Funded Positions. The document is intended to facilitate a process that follows established law and university policy.

For more information about policies governing the hiring process:  
<https://www.usnh.edu/policy/usy/v-personnel-policies/c-employment>.

The Faculty Search and Hiring Manual will be reviewed and updated prior to the start of the F23 semester and every three years going forward.

The current version of the manual will be housed on the Office of the Provost website at:  
<https://www.unh.edu/provost/academic-administration/faculty-appointments/hiring-procedures-forms>

UNH's commitment to inclusive excellence and to affirmative action and equity in hiring guide the recruitment and hiring processes.

## Commitment to Inclusive Excellence

[UNH established Diversity, Equity, and Inclusion Strategic Initiatives](#) and central to this work is ensuring that faculty recruitment, hiring, and retention processes support a diverse faculty. Hiring diverse faculty who represent a broad range of scholarly traditions, life and professional experiences, and ways of thinking strengthens all aspects of the UNH mission.

As part of this commitment, everyone involved in the faculty search and hiring process is required to complete the [IncludeU® \(formerly GEAR UP\) Faculty Search Training](#) every two years and to [provide a certificate of completion to the Civil Rights and Equity Office](#) before participating in a search. The IncludeU® training is offered online and provides positive reinforcement and strategies to conduct fair and equitable searches. The training is relevant for all individuals who are currently serving, have served, or are likely to serve on a faculty or administrative search committee.

## **Commitment to Affirmative Action and Equity**

UNH is committed to enhancing and sustaining an educational community that is inclusive and equitable, and cherish these values as being inextricably linked to our core mission. We are a public institution with a long-standing commitment to equal employment and educational opportunity for all qualified persons. We do not discriminate based on race, color, religion, sex, age, national origin, sexual orientation, gender identity or expression, disability, veteran status, or marital status. This applies to: admission to, access to, treatment within, or employment in UNH programs or activities.

All advertisements for faculty position vacancies must include the following Equal Employment Opportunity Statement:

*The University System of New Hampshire is an Equal Opportunity/Equal Access/Affirmative Action employer. The University System is committed to creating an environment that values and supports diversity and inclusiveness across our campus communities and encourages applications from qualified individuals who will help us achieve this mission. The University System prohibits discrimination on the basis of race, color, religion, sex, age, national origin, sexual orientation, gender identity or expression, disability, genetic information, veteran status, or marital status.*

When advertising space or costs are prohibitive, the following paragraph may be substituted when the full statement is not allowable:

*UNH is committed to creating an environment that values and supports diversity and inclusiveness across our campus communities and encourages applications from qualified individuals who will help us achieve this mission.*

UNH also requires that advertisements including a statement reiterating the college and/or department's commitment to diversity, equity, and inclusion into the narrative of every job description for any faculty and/or teaching position. There is no required language for this statement, as it should reflect how these values are woven uniquely into the work of each college and department.

## **Responsibilities, Roles, and Resources: University-wide**

### **UNH Office of the Provost**

**Contact:** <https://www.unh.edu/provost/>, [Academic.Affairs@unh.edu](mailto:Academic.Affairs@unh.edu), or 603-862-3290.

Responsible for maintaining and updating the faculty search and hiring process and manual, developing and overseeing the faculty recruitment process, and for approving all searches for tenure track, clinical, extension and research faculty, and lecturers with renewable appointments.

### **Civil Rights and Equity Office**

**Contact:** <https://www.unh.edu/affirmativeaction/>, [affirmaction.equity@unh.edu](mailto:affirmaction.equity@unh.edu), or 603-862-2930.

Responsible for monitoring faculty searches and hiring from beginning to end and ensuring that all search and hiring processes are in compliance with these search procedures, university policies, and laws governing these processes. The Civil Rights and Equity Office is also responsible for gathering and disseminating hiring data. The Civil Rights and Equity Office should be consulted throughout the search and hiring process from drafting the job postings to the selection of candidates.

UNH's Affirmative Action Plan can be found here:

<https://www.usnh.edu/sites/default/files/hr/resources/pdf/affirmative-action-plan.pdf>.

### **Office of the Associate Vice President for Diversity, Equity and Inclusion**

**Contact:** <https://www.unh.edu/inclusive/> or 603-862-1058.

Responsible for developing and benchmarking methods for diversifying applicant pools and encouraging and supporting diverse faculty recruiting. Assists search committees in:

- Designing the position announcement and recruitment plan
- Networking and seeking candidates for positions
- Developing screening criteria
- Creating a strategy for how to position departments for successful recruitment prior to having vacant positions

### **UNH ADVANCE**

**Contact:** <https://www.unh.edu/advance/>

UNH ADVANCE, working within the Office of the Provost, seeks to transform the university by engaging faculty and institutional leadership to improve the university climate through increased fairness, transparency, and clarity of recruitment, retention, and promotion and tenure policies and practices. A host of resources are provided on the ADVANCE website to support faculty search committee work including best practices for recruitment, awareness of microaggressions, and debunking assumptions in the search process (<https://www.unh.edu/professional-success/unh-advance/faculty-search-committees>).

IncludeU® (formerly GEAR UP) Search Committee Training is now offered through [Engagement and Faculty Development](#).

<https://www.unh.edu/professional-success/engagement-faculty-development/faculty-development/includeu-search-committee-training>

### **Human Resources**

**Contact:** <http://www.unh.edu/hr>, [HR.Recruiting@unh.edu](mailto:HR.Recruiting@unh.edu), or 603-862-0501.

Responsible for supporting the hiring process by assisting with advertising, ensuring compliance with state and federal employment laws and University policies and procedures and issuing offer

letters and onboarding checklists of hiring documents through the applicant tracking system (PeopleAdmin). Ensures that the employment process proceeds smoothly and is in compliance with state and federal laws and with University and USNH System policies and procedures. The HR Recruiting Team is available to share best practices, sample communications, search timelines, and evaluative criteria as well as serve as primary contact for applicants, manage candidate pool in the applicant tracking system, screen candidate pools, identify and communicate salary expectations. If a search firm is involved, a member of the UNH recruiting team will serve as a liaison. Human Resources should be consulted to provide assistance in the following areas:

- Recruitment and advertising
- Search committee kick-off meetings to review best practices, assist in identifying a search timeline and candidate evaluative criteria
- Salary screenings and candidate benefit related questions
- Phone screenings
- Candidate notifications and communications
- Salary negotiations
- Offer letter
- Benefits enrollment
- USNH Employment Policies

#### **Office of Research, Economic Engagement and Outreach**

**Contact:** <https://www.unh.edu/research/>, [research.info@unh.edu](mailto:research.info@unh.edu), or 603-862-1948.

Responsible for approving all research faculty searches.

#### **Office of International Students and Scholars (OISS)**

**Contact:** <https://www.unh.edu/global/faculty-scholars>, [oiss@unh.edu](mailto:oiss@unh.edu), or 603-862-1288.

Provides a broad spectrum of services to international students, visitors, exchange scholars, faculty and staff. Office provides information and assistance regarding U.S. immigration and employment regulations, as well as those related to educational, personal, financial and health issues affecting our international community.

### **Responsibilities, Roles, and Resources: Unit-level**

**Dean or Division Administrator** is responsible for overseeing short- and long-term faculty resource planning within the growth goals and budget constraints of their college and obtaining approval from the provost to fill faculty positions. They are responsible for monitoring the search process and ensuring that search committee chairs and search committee members are fully knowledgeable about the search and hiring policies, procedures, and processes. They are also responsible for ensuring that equal opportunity is afforded to all candidates and that all reasonable efforts are made to meet the University's diversity initiatives and affirmative action goals.

They are responsible for overseeing the final steps of the hiring process after the search committee/department makes its recommendations. The Dean or the Division Administrator is the official Hiring Manager for HR purposes.

**Department Chair** is responsible for facilitating faculty discussion about hiring priorities, submitting department hiring requests to the dean, and appointing a search committee and search

committee chair once a faculty search has been approved. The department chair and dean work together to ensure reference checks are completed thoroughly and documented including off list with the candidate's permission. Once a final candidate recommendation (or ranking of candidates) has been made by the department/search committee, the department chair works closely with the dean to facilitate an offer with the preferred candidate.

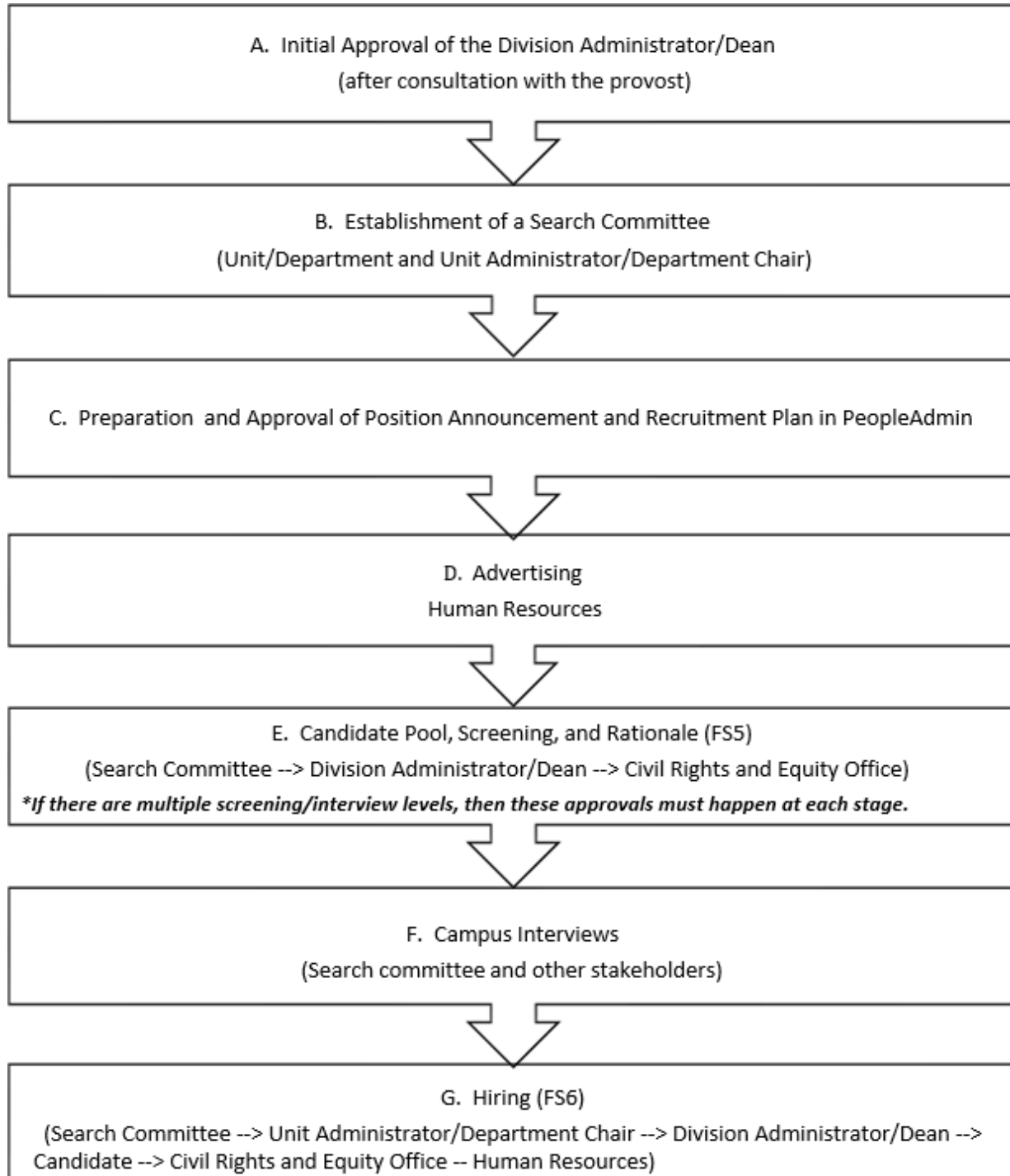
**Search Committee Chair** is responsible for all phases of the search, including working with the Associate Vice President for Diversity, Equity and Inclusion, the Civil Rights and Equity Office, and Human Resources. The Search Committee Chair works in consultation with the department chair.

**Search Committee Members** are responsible for screening the pool and providing written rationales for their decisions about candidates throughout the process, doing reference checks, developing interview itineraries, making resumes of finalists available for community stakeholders, and recommending finalists. The search committee recommends a candidate (or ranking of candidates) for final approval per college/departmental guidelines.



# FULL SEARCH PROCESS (Tenure-Track, Clinical, Research, and Extension Faculty; Lecturers on Renewable Appointments)

## Process Flowchart



<b>Checklist for Faculty Search and Hiring</b>		
<b>Action</b>	<b>Responsible Party</b>	
Once search has received approval from Provost and Dean, the Department Chair, in discussion with faculty, forms Search Committee and appoints Search Committee Chair	Department Chair	
<b>Convene search committee</b> to review Civil Rights and Equity Office and training requirements for committee service. <ul style="list-style-type: none"> <li>Search Chair emails Pamela Hayes (<a href="mailto:pamela.hayes@unh.edu">pamela.hayes@unh.edu</a>) at Civil Rights and Equity Office to initiate contact, receive instructions about search, and hire Civil Rights and Equity Office review procedures.</li> <li>Search Chair emails Kate Siler (<a href="mailto:kate.siler@unh.edu">kate.siler@unh.edu</a>) at to register search members for IncludeU® (formerly GEAR UP) search committee training (certification required within 2 years). Please provide the name of all search committee members, search rank and title.</li> </ul>	Search Chair	
<b>Position Announcement and Recruitment Plan:</b> (work done in the applicant tracking system) <ul style="list-style-type: none"> <li>Draft position announcement and recruitment plan (department DEI statement <b>required</b> in the narrative of the job description).</li> <li>Provide position announcement and recruitment plan to department/college. Department Superuser to create the job posting in the applicant tracking system.</li> <li>Formal approvals will be obtained in the applicant tracking system in the following order: Department Authority, Dean, Unit Level Finance, Civil Rights and Equity, and Executive Committee.</li> <li>Posting will "go live" once approvals are obtained.</li> </ul>	Search Chair	
<b>Advertising and Outreach:</b> <ul style="list-style-type: none"> <li>HR Recruiting will request advertising quotes for the identified sites in the recruitment plan.</li> <li>Reach out to HR Recruiting to identify additional candidate sourcing techniques including LinkedIn and professional networking.</li> </ul>	Search Chair HR Recruiting	
<b>Initial Review of Candidates</b> <ul style="list-style-type: none"> <li>Agree on process and a rubric for screening candidate pool.</li> <li>Make decisions about semifinalists based on the evaluative criteria and provide written rationale for decisions about all applicants.</li> <li>Submit semifinalist list (FS6) with rationale as to why candidates were selected or not selected as semi-finalists via email to Dean and Civil Rights and Equity Office for approval.</li> </ul>	Search Chair Search Committee	
<b>Interview Semifinalists after completing the following:</b> <ul style="list-style-type: none"> <li>After approval from Dean and Civil Rights and Equity Office, extend semi-finalist interview invitations.</li> <li>Agree on process and rubric for evaluating candidates during the interview.</li> <li>Agree on the interview questions and use those questions to interview each of the candidates.</li> </ul>	Search Chair Search Committee	
<b>Identify Finalists:</b> <ul style="list-style-type: none"> <li>Review all evaluative criteria, materials, and feedback to select finalist candidates.</li> <li>Submit rationale (FS6) as to why candidates were selected or not selected as finalists via email to Dean and Civil Rights and Equity Office for approval.</li> </ul>	Search Chair Search Committee	
<b>Interview Finalists:</b> <ul style="list-style-type: none"> <li>After approval from Dean and Civil Rights and Equity Office, extend finalist interview invitations.</li> <li>Agree on process and rubric for evaluating candidates during the interview.</li> <li>Agree on the interview questions and use those questions to interview each of the candidates.</li> <li>Coordinate finalist interviews to include campus community and other stakeholders.</li> </ul> <p><i>*If the search committee wants to extend finalist interviews to additional candidates, the search committee must provide rationales to support why the identified candidates are now being moved forward (and other candidates are not) to Civil Rights and Equity Office for approval.</i></p>	Search Chair Search Committee	
<b>Reference Checks:</b> <ul style="list-style-type: none"> <li>Search Chair engages in reference checks. Sample questions available on the HR Hiring Toolkit, <a href="https://www.unh.edu/hr/hiring-toolkit">https://www.unh.edu/hr/hiring-toolkit</a> . HR is available to assist and should be consulted if there are any issues raised in reference checks.</li> </ul>	Dean / Search Chair	
<b>Search Committee Recommendation:</b> Search Committee reviews all evaluative criteria, materials, and feedback and then makes hiring recommendation to the Department Chair. Department Chair discusses the recommendation with the Dean.	Search Chair Search Committee Department Chair	

<b>Decision and Approval:</b> After the Dean approves a recommended hire, they submit the approved hire with rationales about all finalists (FS6) to Civil Rights and Equity Office for approval. If the final candidate is international, consult OISS.	Dean	
<b>Make Offer:</b> Dean or Department Chair makes offer to candidate. If the first candidate declines, and the Search Committee forwarded more than one candidate as options, the Dean may seek approval from Civil Rights and Equity Office to make an offer to an alternate candidate. If the candidate verbally accepts, the Dean or Department Chair notifies Civil Rights and Equity Office of the outcome (FS6, Part II) as well as HR Recruiting and Onboarding to initiate the offer letter and background check.	Dean or Department Chair	
<b>Finalist Confirmed:</b> The finalist signs the offer letter, and the Dean or Department Chair awaits confirmation of a positive background check.	Dean or Department Chair	
<b>Close search:</b> Notify candidates from finalist pool who were not chosen. Close out the search in People Admin.	Search Chair	

## **Detailed Description of Faculty Search and Hiring Process**

*Begins once Office of the Provost approves a faculty search*

### **A. Dean or Division Administrator: Approves Faculty Search and Begins Hiring and Search Process**

The dean or division administrator:

1. Informs the department chair that the search has been approved and that the hiring and search process can begin.
2. Provides oversight of the faculty search and hiring process.
3. Ensures that the department chair, search committee chair, and search committee members are fully knowledgeable about the search and hiring policies, procedures, and processes.
4. Ensures that equal opportunity is afforded to all candidates and that all reasonable efforts are made so that the search meets the University's diversity initiatives and affirmative action goals.

A note about joint appointments: the deans or division administrators for each college/school need to agree in advance on search committee membership and search processes for joint appointment faculty.

### **B. Department Chair (or unit administrator if applicable): Establishes Search Committee and Appoints Search Committee Chair**

The department chair or unit administrator:

1. Establishes faculty search committee and appoints search committee chair using college and/or department procedures.

Chair should form a committee focused on ensuring that equal opportunity is afforded to all candidates and that all reasonable efforts are made to meet the University's diversity initiatives and affirmative action goals. Consideration should be given to factors that could affect group dynamics and optimal decision making, including rank, status, personalities, and token status, to ensure that all members feel free to speak and express their opinions. Search committees should include underrepresented faculty when feasible. The department chair can get support from the Civil Rights and Equity Office, Office of the Associate Vice President for Diversity, Equity, and Inclusion, and the dean or division administrator.

2. Provides all search committee members access to this manual and ensures that all search committee members have attended UNH ADVANCE'S online IncludeU® (formerly GEAR UP) search committee training course (<https://www.unh.edu/professional-success/engagement-faculty-development/faculty-development/includeu-search-committee-training>).

IncludeU® (formerly GEAR UP) certification is required every 2 years, and certifications for all committee members must be provided to the Civil Rights and Equity Office before the search begins.

### **C. Search Committee Chair: Convenes Search Committee**

The search committee chair:

1. Convenes search committee for an initial meeting. This meeting should do the following:
  - a. Make sure search committee members are aware of the policies, procedures, and practices governing the faculty search process.
  - b. Review the needs of the department and discuss the specific hiring goals.
  - c. Specifically address diversity, equity, and inclusion and consider the following questions:
    - What myths and barriers exist in hiring diverse faculty?
    - What strategies can be emulated from other successful campus hires in diversity?
    - What campus resources exist to support hiring diverse faculty?
    - Why did former underrepresented candidates refuse an offer?
    - How will underrepresented groups be actively recruited?
  - d. Establish search timeline and consider the following:
    - How long the position will be advertised?
    - When will the committee begin reviewing applications?
    - When the semi-finalists and/or finalists will be identified?
    - When will the interviews be conducted?
    - The projected start date of the position.
  - e. Identify someone at UNH, such as the HR recruiter, who can be made available for conversations and questions about partner employment, schools, community environment and housing. These topics should not be raised by anyone who is part of the search committee and/or hiring decision.
  - f. Make plans to schedule a meeting with the search committee and a representative from the Civil Rights and Equity Office to discuss affirmative action goals and compliance with laws and policies governing the hiring process. The search committee chair uses the Civil Rights and Equity Office and the Office of the Associate Vice President for Diversity, Equity, and Inclusion as resources throughout the search process.

## **D. Search Committee: Drafts and Gets Approval of the Position Description and Recruitment Plan**

The search committee members guided by the search committee chair:

1. Reviews financial resources available for the search.
2. Drafts the position description, announcement, and applicant requirements.

According to [USNH policy](#), “All faculty announcements must include the title of the position, discipline, position responsibilities, tenure status, qualifications and a date before which no hiring will occur. Inclusion of the hiring salary is optional, to be determined by institutional policy or practice.”

In drafting the position description, the search committee must ensure that there is a clear description of the responsibilities and expectations of the position, a list of the required materials/documents for candidates to submit (this must include a request for a diversity statement) as part of the application process, and a list of the required applicant qualifications.

The position announcement must include the University Equal Employment Opportunity Statement and a college and/or department DEI narrative statement.

Regarding the required applicant diversity statement, search committees may elect to have applicants respond to a guided diversity statement. For example: For a position as instructional faculty “Your diversity statement should address the ways in which your teaching pedagogy addresses inclusive practices in a classroom setting.” For a research position “Your diversity statement should address the ways in which your research engages aspects of diversity, equity, inclusion, or social justice and/or how you engage these aspects in your field work.”

Search committees should clearly articulate the essential functions of the position in the job description as these are critical elements in facilitating the ADA reasonable accommodation process should anyone hired into the role need accommodations at any time while in the position.

3. Drafts the recruitment plan.

In drafting the recruitment plan, search committee should consider establishing a demographic goal for the candidate pool based on department demographics/goals and published diversity data of PhD graduates in the targeted discipline.

HR Recruiting is available to assist in identifying sourcing strategies unique to the field and needs of the position.

4. Coordinates the uploading of drafted materials into PeopleAdmin to begin approval process.

Prior to entering the position description and recruitment plan into the applicant tracking system (PeopleAdmin), the search committee needs to make sure they have the appropriate position number (if the faculty position is not a replacement position, a new position number is needed for the listing).

Once position description and recruitment plan are drafted, the search committee chair works with the department/college PeopleAdmin Superuser to create the job posting in the applicant tracking system (PeopleAdmin). **Refer to “Creating a Faculty Job Posting” instructions on the PeopleAdmin Resource page for guidance on navigating the platform: <https://www.unh.edu/hr/peopleadmin>.**

Once in the applicant tracking system, the job posting content moves through the approvals process. After the Superuser approves or edits the job position content, the following reviews and approvals are required: Unit Level Finance, Sponsored Programs Administration (if grant funded), and Dean/Division Administrator. After those approvals are received, the Dean/Division Administrator moves the posting forward in the applicant tracking system to the Civil Rights and Equity Office user group for review, recommendations, and approval. The Civil Rights and Equity Office user group then forwards the posting in the applicant tracking system to the Office of the Provost (listed as Executive Committee) for final approval to proceed with the search. They may also return the posting if there are needed modifications before approval (see Figure 1: Approvals Workflow in Applicant Tracking System).

Please contact [HR.Recruiting@unh.edu](mailto:HR.Recruiting@unh.edu) if you are considering recording job candidates.

**Figure 1: Approvals Workflow in Applicant Tracking System (PeopleAdmin)**

**Faculty Workflow**



**Approvals Workflow for Grant-Funded Faculty Position in Applicant Tracking System (PeopleAdmin)**



## **E. Human Resources: Places Advertising**

Once all approvals are completed in the system, the HR recruiter:

1. Ensures that all advertisements include the title, duties, minimum qualifications, application deadline or initial review dates, the UNH affirmative action statement, and a DEI statement specific to the college/department.
2. Ensures that guidance from the Office of International Students and Scholars for placing advertisements is followed.

Follows guidance from the U.S. Department of Labor, which allows the use of an electronic or web-based national professional journal instead of print when conducting recruitment for cases filed under “special handling” provisions for college and university teachers, but only under the following conditions:

- The electronic or web-based journal’s job listings must be viewable by the public without payment of subscription and/or membership charges.
  - The advertisement for the job opportunity for which certification is sought must be posted for at least 30 calendar days on the journal's Web site.
  - Documentation of the placement of an advertisement in an electronic or web-based national professional journal must include evidence of the start and end dates of the advertisement placement and the text of the advertisement.
3. Places all paid UNH employment advertising based on the listing provided in the applicant tracking system posting and/or a discussion with the search committee chair.

Department chair or search committee chair will have the opportunity to approve advertising quotes and can consult with their dean regarding available budgetary funds. An additional advertising position announcement can be uploaded to the applicant tracking system to use for external advertisements.

## **F. Search Committee: Develops Plan for Evaluating Candidate Pool and Identifies Semi-finalists**

The search committee members guided by the search committee chair:

1. Develop plan for initial screening of candidate pool.

The search committee should be aware that if the candidate pool is not adequately diverse it may be necessary to seek approval from the Office of the Provost to extend the search and diversify the pool of candidates.

2. Decide on evaluation rubric for screening.



It is recommended that search committee members use an evaluation rubric such as the [Applicant Screening Matrix form \(FS5\)](#) to add objectivity to the screening process. All committee members should agree to the criteria and how different qualifications will be weighted. Committee members should review research on how unintended biases result in unfair evaluations for members of underrepresented groups and implement practices that will mitigate such biases (see “[Debunking Assumptions in the Faculty Search Process](#),” prepared by UNH ADVANCE.) Further, members should beware of possible bias in support letters. Referencing only a candidate’s vita is more likely to result in biases than is assessing more extensive information such as references and publications.

3. Discuss how committees will evaluate candidates’ diversity statements and how each candidate supports the committee’s and University’s diversity goals.
4. Conduct candidate evaluations, identify semi-finalists, and submit semi-finalists to the Civil Rights and Equity Office for approval before scheduling any interviews.

Once the search committee selects semi-finalists using the determined screening and evaluation processes, those semi-finalists must be approved by the Civil Rights and Equity Office ([affirmaction.equity@unh.edu](mailto:affirmaction.equity@unh.edu)) and the dean or division administrator before interviews can be scheduled.

This approval process is done by email, and not in the applicant tracking system. The search committee will use **Form FS6** (<https://www.unh.edu/provost/hiring-procedures-forms> ). **Form FS6** requires the search committee to provide a rationale for the selection of semi-finalists that is specific to the job criteria in the position. For each applicant, a rationale must be provided about why the applicant is being moved forward or not moved forward in the search process.

Once Form FS6 is submitted to the Civil Rights and Equity Office, a representative from Civil Rights and Equity Office will contact the search committee chair or HR recruiter (depending on who submitted the semi-finalist and rationales to the Civil Rights and Equity Office) within five business days with any questions prior to giving approval to move forward to the interviews.

5. Work with HR Recruiting to update candidate status in People Admin and notify, as appropriate, any non-selected candidates.

## **G. Search Committee: Prepares for and Conducts Semi-finalist Interviews and Identifies Finalists**

The search committee members guided by the search committee chair:

1. Identify a common core of interview questions to ask all candidates.

In this process, the search committee should make sure they be cognizant that Federal law prohibits discrimination and certain questions from being asked during employment interviews. When preparing interview questions, refer to the UNH Human Resources website, which provides a concise overview of these Federal laws.

See HR Hiring Toolkit (<https://www.unh.edu/hr/hiring-toolkit>) for resources and tips for interviewing.

2. Decide on evaluation rubric for interviews.

The search committee should decide on and use an interview rubric (see **Applicant Interview Evaluation form (FS7) as a guide** <https://www.unh.edu/provost/hiring-procedures-forms> ) to use to evaluate candidates during the interview process.

3. Conduct semi-finalist interviews, identify finalists for on-campus or final interviews, and submit finalists to the Civil Rights and Equity Office for approval.

Once the search committee selects finalists using the determined screening and evaluation processes, those finalists must be approved by the Civil Rights and Equity Office ([affirmaction.equity@unh.edu](mailto:affirmaction.equity@unh.edu)) and the dean or division administrator before final interviews can be scheduled.

This approval process is done by email, and not in the applicant tracking system. The search committee will use **Form FS6** (<https://www.unh.edu/provost/hiring-procedures-forms>). **Form FS6** requires the search committee to provide a rationale for the selection of finalists that is specific to the job criteria in the position. For each applicant, a rationale must be provided about why the applicant is being moved forward or not moved forward in the search process.

Once Form FS6 is submitted to the Civil Rights and Equity Office, a representative from Civil Rights and Equity Office will contact the search committee chair or HR recruiter (depending on who submitted the finalists and rationales to the Civil Rights And Equity Office) within five business days with any questions prior to giving approval to move forward to the finalist interviews.

4. Work with HR Recruiting to update candidate status in People Admin and notify, as appropriate, any non-selected candidates.

## **H. Search Committee: Prepares for and Conducts Finalist Interviews and Makes Hiring Recommendation**

In most cases, finalist interviews should be on-campus interviews. If a candidate is offered a finalist interview and declines and the search committee wants to bring an alternate candidate to campus, the search committee must present the rationale for this decision to Civil Rights and Equity Office for review and approval. It may be helpful for the search

committees identify and rank their alternate candidates at the earlier stage.

The search committee members guided by the search committee chair:

1. Draft an interview schedule and core interview questions to ask all candidates.

The interview schedule should reflect position goals and include multiple stakeholders (e.g., faculty, undergraduate students, graduate students). The interview should include meetings with relevant DEI committees associated with the department/college or administrative unit.

The following guidelines will improve the candidate's experience during the campus visit and ensure a more positive outcome:

- Treat all candidates equally, all candidates should have the same campus interview schedules in regard to the time allotted, individuals and groups with whom they meet, requirements for presentations, public forums, meals shared, etc.
  - Any divergence from the established schedule for all candidates, such as a candidate's preference for a virtual or reduced schedule, should be presented to the Civil Rights and Equity Office for review.
  - Use inclusive language.
  - Counteract unintended bias by re-examining the CVs of underrepresented candidates who are considered strong candidates. Research shows that women's applications, for example, are often more critically reviewed.
  - Explain to candidates the interview process and present a timeline for results.
  - Offer all candidates information that they can contact the HR Recruiter for any special requirements or circumstances such as the need for partner resources or disability accommodation.
  - Arrange for candidates to meet faculty and students who share similar cultural backgrounds. Research shows that when women candidates, for example, were not offered such opportunities, they wondered about the kind of climate created for women in the department.
  - Provide candidates information about department mentoring practices and department and college promotion and tenure guidelines.
  - Provide candidates with items to consider during negotiations. Candidates for the same position receive the same lists.
2. Conduct finalist reference checks.
  3. Make hiring recommendation.

Search committee should collect and review feedback from those who interacted with candidates during their visit and consider during their deliberations. Search committee should work to ensure an open discussion in which all voices are heard and considered.

After deliberation, the search committee chair makes hiring recommendation to the department chair or unit administrator. The search committee chair sends the completed [UNH Hiring Selection form \(FS6\)](#) PART II DECISION (p. XX) with their recommendation.

Some search committees rank their finalists and provide rationales to the Dean and To Civil Rights and Equity Office to ease the work if that first-choice candidate is not approved or does not accept.

The department chair or unit administrator reports recommendations and provides the FS6 Form to the dean or division administrator.

## **I. Dean or Division Administrator: Confirms Hiring Recommendation and Forwards to Civil Rights and Equity Office for Approval**

The dean or division administrator:

1. Weighs all the information provided by the department chair and search committee, as well as their own judgments about candidates, and if in agreement with the first ranked candidate, moves the primary candidate forward.
2. Should complete at least one additional reference checkoff-list reference after reaching out to candidates to request permission to contact.
3. Communicates hiring recommendation to the Civil Rights and Equity Office for final approval. In their email communicating the recommendation to the Civil Rights and Equity Office, the final UNH Hiring Selection form (FS6) should be included.
4. Works with department chair or unit administrator in consultation with their financial authority to establish the hiring offer.

Salaries should be offered that are on par with those of the majority in the department at the similar rank. Offer should include all additional terms of the offer including computer equipment, start-up support, and transition allowance.

If a tenure track faculty member is hired at the associate professor or professor level, written approval from the provost is required. An appointment with tenure requires written approval by the provost, president, and Board of Trustees.

If the dean is considering hiring a new tenure track faculty member at a higher salary rate than will be paid to any current faculty member in that department at the same or higher rank at the time the new faculty member commences their employment, then prior to making the offer, the dean will meet with the department chair and department tenure-track faculty to discuss the proposed

salary offer and reasons. See AAUP Collective Bargaining Agreement 16.4.

The offer must be contingent upon a satisfactory background check and valid work authorization to be legally employed in the United States.

An offer is communicated to the candidate either by the dean or division administrator or the department chair depending on what is common practice in those divisions.

5. Supports creation of the final offer letter in coordination with the department chair or unit administrator.

Electronic offer letters are created in the applicant tracking system (PeopleAdmin) for all faculty hires. Please connect with HR Recruiting ([HR.Recruiting@unh.edu](mailto:HR.Recruiting@unh.edu)) to communicate the offer details and an electronic letter will be created for review by the dean and/or unit administrator. Once the final offer letter is signed, the offer letter will initiate the finance appointment, hiring paperwork, and the background check process.

6. Manages next steps if candidate accepts offer or does not accept offer. If candidate accepts offer, the Civil Rights and Equity Office needs to be notified. If the candidate selected does not accept the offer, the Dean provides the Civil Rights and Equity Office the rationale for the next choice to hire.

## J. Search Committee Chair: Close out Search

Once the candidate has signed the offer letter, accepting the position, and met the criteria of a successful background check, the search committee chair works with HR Recruiting to update PeopleAdmin and notify the other candidates that the search is closed.

## K. Special Considerations for International Candidates in Tenure Track Searches

While USNH hiring policy 3.3.1.3\* articulates that there must be a minimum of 10 days after the first external advertisement appears before selection takes place, please be advised that this is often problematic when the search committee identifies an international finalist who may qualify for employment-based permanent residency (Green Card).

In anticipation of candidates who are not U.S. citizens and who may be considered eligible for permanent residency sponsorship, we encourage hiring managers and/or HR recruiters to keep the following in mind:

1. For candidates hired in a tenure-track faculty position, the most common pathway for permanent residency in the Second Employment-Based Preference Category (EB-2) requires a **minimum 30-day advertising period**. It should also be noted that if a candidate is sponsored in the Second Employment-Based Preference Category (EB-2), they must meet all minimum and preferred job requirements as listed in the job posting.

2. In rare exceptions, such as for tenure-track faculty candidates who qualify for permanent residency in the First Employment-Based Preference Category (EB-1), the search may not require a 30-day advertising period.

It is recommended that hiring managers and/or HR recruiters speak with the Office of International Students and Scholars (OISS) before a search process begins. OISS can be reached at [oiss@unh.edu](mailto:oiss@unh.edu). Speaking with OISS does not replace the requirement for searches to go through the Civil Rights and Equity Office process as outlined elsewhere in this handbook.

\*3.3.1.3 Duration of Advertising. The length of time for advertising faculty positions shall be consistent with the normal recruiting time necessary within the discipline and should be sufficient to seek out qualified applicants, including women, minorities, veterans, and those with disabilities. A minimum of 10 days after the first external advertisement appears is required before selection takes place.

<https://www.usnh.edu/policy/usy/v-personnel-policies/c-employment>

## **II. ABBREVIATED SEARCH PROCESSES AND EXCEPTIONS TO ADVERTISING**

There are extraordinary circumstances when it is appropriate for advertising requirements in the search process to be waived or truncated. Requests for exceptions to advertising must be submitted in writing. See section 3.5 of the USNH employment policy: <https://www.usnh.edu/policy/usy/v-personnel-policies/c-employment> .

### **A. Visiting faculty**

Visiting faculty are usually persons who hold regular faculty appointments at other institutions and who contribute to the University's educational or research activities on either a full-time or part-time basis and provide a demonstrated benefit to UNH. Initial appointments are for a maximum of one year and are renewable not to exceed three years.

1. The department chair obtains approval from the dean to fill a position.
2. Depending on the nature of the position and the circumstances, advertising may or may not be required. The chair and the dean discuss the circumstances with Civil Rights and Equity Office and the Provost to determine search process.

### **B. Lecturers on a one-year appointment or contract librarians**

1. The department chair obtains approval from the dean to begin the search and hiring process.
2. The dean and department chair agree on how broadly the position needs to be advertised and whether there is need for a search committee.
3. For a one-year appointment, advertising is not required. For a pre-identified candidate, a private posting can be created to utilize the PeopleAdmin hiring workflow and onboarding checklist, including the background check and hiring documents.

4. The department chair completes the Lecturer Selection form (FS8) (p.31) and submits it, along with the finalist's curriculum vitae to the dean for approval.
5. The signed form and curriculum vitae are sent by the Dean to Civil Rights and Equity Office, then forwards this material to Human Resources.
6. The division administrator, chair, or dean makes the offer to the finalist contingent upon satisfactory background check and valid work authorization to be legally employed in the United States. Electronic offer letters are created in the applicant tracking system for all faculty hires. The administrator connects with HR Recruiting ([HR.Recruiting@unh.edu](mailto:HR.Recruiting@unh.edu)) to communicate the offer details and an electronic letter will be created for review by the division administrator or dean. Once signed, the offer letter will initiate the finance appointment, hiring paperwork and the background check.
7. The department chair notifies the other candidates that the search is closed once the offer is accepted and background checks are successful.

### **C. Adjunct faculty (persons appointed on a per-course, per-semester basis with salary)**

3. The department chair obtains approval from the dean to fill a position. The department chair identifies an appropriate search plan and proceeds to identify and screen candidates.
4. Advertising is not necessary for this type of appointment.
5. Although adjunct positions do not need to go through the Civil Rights and Equity Office review process, be aware that candidates hired as adjuncts without going through the Civil Rights and Equity review process do not qualify for exceptions to be hired into other faculty position categories. Any adjunct who applies for a different type of faculty position will need to go through the Civil Rights and Equity review process to be considered for that category of faculty positions.
6. The offer is approved by the dean and made by the department chair to the finalist contingent upon satisfactory background check and valid work authorization to be legally employed in the United States. The designated unit contact will submit hiring details through Team Dynamix to the HR Onboarding team. <https://td.unh.edu/TDClient/60/Portal/Requests/ServiceDet?ID=546>

### **D. Affiliate faculty**

Affiliate faculty appointments are uncompensated, normally non-academic appointments, which contribute to the University's education, research and/or service missions on a limited-time basis. They are usually from outside the university but occasionally can be from a different college or administrative division.

1. The department chair obtains a department vote and then requests written approval from the dean to appoint the affiliate faculty member
2. The dean submits the recommendation to the provost, including the department vote, and with wording that there is no financial component to the appointment and that the affiliate is not an employee.
3. Approval is sent from the provost to the dean.
4. The dean forwards approval and appointment details to HR Recruiting ([HR.Recruiting@unh.edu](mailto:HR.Recruiting@unh.edu)).

## **E. Opportunity hires**

Opportunity hires are utilized to recruit and retain diverse faculty. More information is available at: [Opportunity Hire Guidance](#). The unit administrator or dean needs to seek provost approval for this selective process. There is a limited number of positions approved each year.

## **F. Grant-funded positions**

There are special considerations when recruiting a faculty member designated under a grant or other funded contract:

- When a grant or contract is being transferred from another institution, the principal investigator may bring along those staff members who have been and will continue to be integral members of the research activity. Such individuals are advised that continued employment at USNH is contingent upon continued external funding; and additional staff members must be recruited through regular procedures.
- When a person(s) (generally not more than one or two) is specifically named in a proposal by the principal investigator and funding calls for or is contingent upon having a qualified individual(s) named who is (are) essential to the successful completion of the project, then normal advertising and Civil Rights and Equity procedures to fill that position(s) will not be necessary.
- When an individual not currently employed by the University System has written a proposal and gained endorsement from a USNH faculty member/administrator to be the co-principal investigator so named in the proposal, that individual may be named as co-principal investigator without recruitment.

Contact the Civil Rights and Equity Office for guidance on submitting a request for exception to normal recruitment and selection procedures and policies. Employment is contingent upon satisfactory background check and proof of the ability to work legally in the United States.



## **Appendix I:**

### **Important Online Resources to Support Faculty Search and Hiring Processes**

#### **HR Instructions for Completing Position Announcement and Recruitment Plan in PeopleAdmin**

[https://www.unh.edu/sites/default/files/departments/office\\_of\\_the\\_provost/Academic\\_Admin/announcementrecruitmentinstructions.pdf](https://www.unh.edu/sites/default/files/departments/office_of_the_provost/Academic_Admin/announcementrecruitmentinstructions.pdf)

#### **Office of the Provost Hiring Procedures and Forms (including Forms FS5, FS6, FS7, and FS8)**

<https://www.unh.edu/provost/hiring-procedures-forms>

#### **UNH ADVANCE Faculty Search and Hiring Resources**

<https://www.unh.edu/professional-success/unh-advance/faculty-search-committees>

#### **IncludeU® (formerly GEAR UP) search committee training**

<https://www.unh.edu/professional-success/engagement-faculty-development/faculty-development/includeu-search-committee-training>