



Middle Georgia
State University

School of Arts & Letters

TENURE-TRACK FACULTY SEARCH MANUAL

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INTRODUCTION

Message from the Dean

The recruitment of new faculty members is among the most impactful and rewarding of duties in which the SoAL community engages. Successful faculty searches increase diversity and bring renewed energy to programs and departments; strengthen SoAL's teaching capacity; and elevate and expand the School's scholarly productivity and reputation.

This search manual is designed to provide search committees, department chairs, program directors, deans, and other campus personnel with best practices that should inform faculty recruitment efforts at Middle Georgia State University.

Yours,

Mary Wearn

Dean of Arts & Letters

Editorial Note

The School of Arts and Letters is a unit of Middle Georgia State University, which is in turn part of the University System of Georgia (USG) and governed by the Board of Regents (BoR). In the case of discrepancies between MGA or USG policy and this Manual, MGA or USG policy will always prevail.

Additional Resources

- [USG Human Resources Administrative Practice Manual](#)
- [Middle Georgia State University Faculty Handbook: Section 4.02](#)
https://www.mga.edu/faculty-staff/docs/MGA_Faculty_Handbook.pdf
- [Middle Georgia State University Policy Manual: Section 8 Human Resources: Section 8.2 Recruitment and Hiring Process](#)

HIRING FULL-TIME, TENURE-TRACK FACULTY

Initiating a Full-Time Faculty

A full-time faculty search may be triggered by faculty resignation or retirement, newly approved academic programming in a unique discipline, or substantial enrollment growth.

Once the Dean receives verbal approval to hire from the Provost, the Department Chair must process a job requisition form, develop the job description, and make recommendations for a search committee. These processes are non-linear with some actions overlapping.

When the job search is triggered by a faculty resignation or retirement, best practices dictate that the job requisition be submitted concurrent with the Personnel Action Request Form (PARF) initiating termination of contract for the outgoing faculty member.

Job Requisition and Advertising Process

- Upon receiving approval from the Dean of SoAL to hire, the Department Chair completes a job requisition form.
- A current job description must be attached to the job requisition (See instructions on development of the job description below).
- The Department Chair sends completed job requisition to the Dean of SoAL, who will sign and forward to the Office of the Provost. Once the Provost has approved the job requisition, the requisition will be forwarded to the Office of Budget & Planning.
- Once processed by Budget, the job requisition, along with the job description, will be forwarded to Human resources for posting. The Chair and Dean will be notified.
- The Chair of the Search Committee will email Human Resources with the names of the Search Committee Members, the Department Chair, and the Dean of SoAL so they can be granted access to the OneUSG portal with the applicant materials.

Development of the Job Description and Advertising Plan

In consultation with the Provost and Dean, the Department Chair will define the hiring level at lecturer, assistant professor, associate professor, and/or professor. Most positions will be filled at the lecturer or assistant professor level.

In consultation with faculty disciplinary experts as appropriate, the Department Chair will draft a position description for approval by the Dean. Position descriptions should clearly identify of the position is internal or external. They should also identify the School and Department and the specific academic program or concentrations the faculty line will support. Additionally, position descriptions should include major responsibilities, minimum qualifications, preferred qualifications (as appropriate), application deadlines (as appropriate), and application instructions. Chairs should use the [SoAL SAMPLE JOB DESCRIPTION](#) as a guideline in developing their own position descriptions.

The job description will be submitted to the Dean for final approval along with the job requisition form. Once approved, these materials will be sent to the Provost.

Job Posting & Advertising

- The information provided by the Department Chair on the requisition form, including advertising sites, will be used for the job posting.
- All positions will be posted on the MGA Careers Site.
- Positions externally recruited must be posted for a minimum of 10 business days. Internal-only searches are posted for a minimum of 5 business days
- As a rule, all external full-time faculty positions are posted on *The Chronicle of Higher Education* website and on the *Inside Higher Education* website. Human Resources pays for the cost to advertise on these two websites. If additional advertising is requested, the individual department will pay for the additional cost. If desired, list external locations for posting.

Search Committee Composition

Search committees are composed of five voting faculty members and one non-voting faculty administrator. The committee should represent the diversity of the School of Arts and Letters and also include faculty members with disciplinary knowledge of the field of hire. One committee member must be from outside the hiring department. In general, neither the Dean of SoAL nor the Chair of the Department that is hiring serves on the search committee. However, if there are not adequate numbers of faculty disciplinary experts, the Chair of the Department may serve on the committee.

Search Committee Formation

- The Department Chair recommends to the Dean 5 faculty members to serve on the Search Committee, including one faculty member to serve as Chair of the Search Committee.
- The Dean of SoAL appoints one non-voting administrative representative to the Committee.
- Once the full Search Committee is approved, the Chair of the Committee will set up an initial meeting with all committee members, the Dean, and the Chair in order to receive the charge and to review process and policy.

Responsibilities of the Chair of the Search Committee

The Chair is responsible for organizing the work of the search Committee and in guiding the collaborative decision-making process. The Chair of the Committee does not have decision-making authority. Specific responsibilities of the Chair include:

- Emailing Human Resources with the names of the Search Committee Members, Chair, and Dean so they can be granted access to the online folder with the applicant materials.
- Inviting the Dean and Chair to the initial Committee meeting so a charge can be given.
- Ensuring the Committee follows confidentiality protocols.*
- Collecting all search paperwork including rubrics, screening interview questions, reference checks, etc. (These will be delivered to the Dean's Office at the end of the hiring process.)
- Guiding the Committee in development of screening rubrics and interview questions,
- Scheduling and managing technology for interviews. This should be done in close collaboration with the Department Chair, Dean, and Provost's Office.
- Providing candidates with Technology assistance/practice as needed.
- Providing candidates with consistent presentation prompts and interview schedules.
- Communicating with candidates to schedule interviews.
- Inviting the SoAL community to finalists' public presentations.
- Communicating with Chair and Dean at each screening stage of the process, letting them know which candidates are chosen for initial screening and finalist interviews.
- Guiding the Committee in deliberating on initial screening and final hiring recommendations.

- 7
- Delivering to the Chair and Dean the Committee's recommendations for hire in the form of an unranked list of the Committee's top two or three candidate choices.

* The Search Committee should maintain confidentiality of applicant information and names/ status of individuals being interviewed. The Search Committee should protect the confidentiality of an individual until the individual becomes a finalist. The Search Committee may elect to post the job announcement on social media sites or on sites such as LinkedIn but should not personally solicit applications or engage in personal discussions about the job opening.

Rubric, Interview Questions, and Presentation Prompt Development

Under the leadership of the Search Chair, the Committee must develop an initial screening rubric that precisely reflects the minimum and preferred qualifications listed in the posted Faculty advertisement. The SAMPLE SCREENING RUBRIC in the appendix of this manual aligns with the SAMPLE JOB POSTING.

Under the leadership of the Search Committee Chair, the Committee will supplement the 7 required questions in the INITIAL INTERVIEW QUESTION TEMPLATE with 3-4 position-specific questions.

Under the leadership of the Search Committee Chair, the Committee will supplement the 2 required questions in the FINALIST INTERVIEW QUESTION TEMPLATE with 3-4 position-specific questions.

Under the leadership of the Search Committee Chair and using the SAMPLE TEACHING PRESENTATION PROMPT, the committee will create a standard prompt to prepare candidates for the Teaching Presentations in the finalist interview.

Screening & Interviewing Candidates

The screening and interviewing process consists of the following parts:

- Initial screening:
 - Committee members individually review faculty candidate credentials using the screening rubric they developed. Rubrics should be free of notes or comments. A numeric tabulation can be used if desired to arrive at Committee consensus.
 - All candidates who do not meet minimum requirements should be eliminated from the candidate pool.
 - A list of no larger than 8 top candidates should be forwarded to the Chair and Dean for approval.

- Initial Interviews (via Teams)
 - The Search Committee interviews top candidates via TEAMS using the questions on the Initial Interview Questions (including position-specific questions developed by the committee). The same exact questions must be asked of all candidates without deviation.
 - Chair and Dean should be invited to initial interviews as non-participating observers.
 - The Search Committee deliberates and choose 2-4 candidates as finalists.
 - A list of no larger than 4 top candidates should be forwarded to the Chair and Dean for approval.
 - The Search Committee Chair requests the finalists' salary requirements via email and reports the results to the Chair and Dean.

- Finalist Interviews (via Teams).

Finalist interviews must be coordinated and scheduled in conjunction with both Chair and Dean. Finalist interviews will consist of the following parts:

 - The Search Committee interviews top candidates via TEAMS using the questions on Finalist Interview Questions (including position-specific questions developed by the committee). The same exact questions must be asked of all candidates without deviation.
 - The candidate gives a TEACHING DEMONSTRATION on TEAMS to which all SoAL faculty and staff are invited.
 - The Chair interviews finalists (30 Minutes).
 - The Dean interviews finalists (30 Minutes)

- Final Committee Deliberation and Communication
 - The Committee identifies its top two candidates.
 - The Chair of the Search Committee presents an unranked list of the top two candidates to the Chair and Dean and debriefs them on the Committee's conclusions.
 - The Chair, in Coordination with the Committee Chair, checks references of the final candidate to ensure suitability for a campus visit.
 - The Chair prepares a credentialing form and submits to the Dean for signature. The Dean forwards the signed credentialing form to the Office of the Provost and to the SACSCOC credentialing designee for approval before the candidate is brought to campus.

- Campus Interviews

In general, only the top candidate will come to campus for an interview, although

exceptions may be made in the case of two strong candidates.

Campus interviews must be coordinated with the Chair and the Dean, as well as the Provost's Office, as required.

- In coordination with the Chair and Dean, the Committee Chair plans an informal, social meeting between Committee members, administrators, and the candidate (a snack or meal of some sort if possible).
- The candidate gives a SCHOLARSHIP PRESENTATION to which all SoAL faculty and staff are invited.
- The Chair interviews finalists (20 Minutes).
- The Dean interviews finalists (20 Minutes)
- The Provost's Office interviews finalist (20 minutes) if required.

Preparing for Hire

- The Faculty Candidate file for the chosen candidate is completed and signed per the Faculty Employment Checklist by the Department Chair or designee and forwarded to the Dean's office for signature and delivery to the Provost's Office.
- The Dean of SoAL contacts Human Resources, who will extend a verbal offer of employment at the salary level approved by the Provost and Executive Vice President for Finance and Operations. No salary above this amount may be extended without first securing approval from the Provost and Executive Vice President for Finance and Operations (EVPFO).
- The candidate should understand at this point that all offers of employment are contingent upon the successful completion of a background check.
- Once the background check is cleared, Human Resources will notify the Dean, Department Chair, and Jennifer Jones.
- Once the background check is clear, the Department Chair, in consultation with the Dean, will complete a PARF and send to the Academic Affairs Operations Manager (currently Jennifer Jones).
- The Operations Manager (Jennifer Jones) will then obtain the signature of the Provost and will forward to the Office of Budget & Planning (OBP) for processing and then to the Executive Vice President of Finance & Operations (EVPFO).
- After approval by the EVPFO, the PARF will be sent to the President for approval. The President's office then sends the PARF to the OBP for final processing.
- The OBP then sends the completed PARF to Human Resources with a copy to the Operations Manager for final processing.

- The Academic Affairs Operations Manager (Jennifer Jones) issues the formal offer letter to the successful candidate and informs the candidate that official transcripts are needed prior to the first day of employment. The Dean, Department Chair, and OBP will be copied on the offer letter. OBP will draft a contract for the new faculty member which is given to the Academic Affairs Operations Manager (Jennifer Jones) for mailing.

APPENDIX

➤ SoAL Sample Job Posting: Assistant Professor of Public Relations: Macon

About Us

Middle Georgia State University (MGA), a multi-campus, baccalaureate and graduate degree granting public institution, is the most affordable public state university in Georgia. MGA has five campuses—Macon, Cochran, Dublin, Eastman, and Warner Robins, all located in central Georgia—and global outreach through its fully-online campus. Its enrollment of 8,000 students is largely comprised of students from most of Georgia's 159 counties. The University has six academic schools, including Georgia's flagship aviation university, that support its mission to educate and graduate inspired, lifelong learners whose scholarship and careers enhance the region through professional leadership, innovative partnerships and community engagement.

Department Information

The available Assistant Professor position will be housed in the Department of Media, Culture, & the Arts in the School of Arts & Letters and will support the Public Relations track in the BA in Media and Communication and potential development of graduate public relations programming.

Responsibilities

This position involves teaching a 4/4 course load, scholarship, student advisement, and service. Travel among our campuses will be required as needed. Teaching responsibilities will include day and/or evening classes, online and/or hybrid courses, and video-conference classes.

Required Qualifications

- Ph.D. in Communication, Mass Communication, Media Communication, Advertising/Public Relations, Public Communication, Strategic Communication, or related field.
- Readiness to teach at the collegiate level with commitment to student engagement.
- Ability to teach upper-level undergraduate courses such as PR strategies, PR campaigns, social media marketing, crisis communication and reputation management, principles of PR, PR theory, digital communication, social media strategy, speechwriting, media relations, etc..
- Evidence of scholarly promise or achievement.
- Readiness to engage in academic and community service.

Preferred Qualifications [Optional]

- Professional experience in the PR/Advertising industry.
- Prior successful teaching experience.
- Experience with online and/or hybrid delivery of instruction.
- Interest in and experience to support development of graduate programming in public relations.

Required Documents to Attach

1. An MGA faculty application
2. A letter of interest
3. A curriculum vitae
4. A statement of teaching philosophy
5. Names and contact information of three references

Other Information

Applications accepted until position filled. For preferred consideration, apply by June 1, 2021. This position will begin August 1, 2022.

Background Check

Offer of employment is contingent upon a successful background check.

➤ Faculty Employment Checklist:

MIDDLE GEORGIA STATE UNIVERSITY
FULL AND PART TIME FACULTY EMPLOYMENT CHECKLIST

Name _____

Position of _____

I. Needed for all Candidates

- _____ A. Faculty Application
- _____ B. List of 3-5 references with names and contact information
- _____ C. Unofficial Transcripts *
- _____ D. Letter of Interest
- _____ E. CV
- _____ F. Statement of Teaching Philosophy
- _____ H. Completed Credentialing Form
- _____ G. Telephone Reference Interview Notes

***NOTE: The College/School/Department will request unofficial transcripts from applicants during the review process. Once the candidate is selected for the position, the official transcripts must be received in the Provost's Office BEFORE the candidate will receive a contract, or be allowed to teach.**

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➤ **Sample Screening Rubric**

Rubric for Public Relations Candidates (Aligned to Position Description)

MINIMUM QUALIFICATIONS			
Candidates who do not have minimum qualifications should be eliminated from consideration.			
	1 Fails to Meet Expectations	2 Meets Expectations	3 Exceeds Expectations
Ph.D. in Communication, Mass Communication, Media Communication, Advertising/Public Relations, Public Communication, Strategic Communication, or related field.			
Readiness to teach at the collegiate level with commitment to student engagement.			
Ability to teach upper-level undergraduate courses such as PR strategies, PR campaigns, social media marketing, crisis communication and reputation management, principles of PR, PR theory, digital communication, social media strategy, speechwriting, media relations, etc..			
Evidence of scholarly promise or achievement			
Readiness to engage in academic and community service			
PREFERRED QUALIFICATIONS			
Candidates who have preferred qualifications should be given preferential consideration.			
	1 Fails to Meet Expectations	2 Meets Expectations	3 Exceeds Expectations
Professional experience in the PR/Advertising industry.			
Prior successful teaching experience.			
Experience with online and/or hybrid delivery of instruction.			
Interest in and experience to support development of graduate programming in public relations.			

➤ TEAMS Screening Interview Question Template

Candidate TEAMS Interview

Candidate: _____

Position: _____

Date of Teams Interview: _____

STANDARD QUESTIONS TO BE ASKED OF ALL SoAL CANDIDATES
1. Why are you interested in working at Middle Georgia State University?
2. What about your credentials and experience make you particularly suitable for the advertised position?
3. How do you define good teaching? What are some examples?
4. Middle Georgia State University has an academically complex undergraduate population, ranging from students requiring English and math remediation to highly gifted honors students. What challenges and opportunities do you think such a student population presents in the classroom?
5. What are your scholarship goals? What resources do you need to reach these goals?
6. Faculty employment requires service to the University and may include things such as committee assignments, serving as an advisor to student group, organizing lectures or cultural events, program assessment, or recruiting and retention efforts. What experience or interest do you have in service to the University?

7. What are ways in which you have worked collaboratively with colleagues, using strong interpersonal, communication, and time-management skills?

POSITION-SPECIFIC QUESTIONS TO BE DEVELOPED BY COMMITTEE

8. We have been approved by the University System of Georgia to offer a fully online MA in Public Relations and are awaiting SACSCOC approval. How do you feel about delivering graduate level PR coursework in a fully online environment? What do you see as the challenges and opportunities of such a program?

9. The Public Relations Concentration in our MA in Media Communication is brand new and the MA in Public Relations will launch in Spring of 2022. What can you contribute to building out these new programs? Do you have any ideas for recruiting students?

10. The field of Public Relations has sometimes suffered from its own bad PR and is viewed by some as a manipulative or dishonest field. What is the role of ethics in the field of Public Relations? How should ethics be incorporated into a PR curriculum?

A few minutes should be left at the end of each initial screening for candidates to ask questions of the committee.

➤ **Finalist TEAMS Interview Question**

Finalist TEAMS Interview

Candidate: _____

Position: _____

Date of Teams Interview: _____

STANDARD QUESTIONS TO BE ASKED OF ALL SoAL FINALISTS
1. Take some time to tell us about your scholarship in depth. What are your interests and accomplishments? What is your scholarly agenda moving forward?
2. What makes you particularly well-suited to teach our student population at Middle Georgia State University?
POSITION-SPECIFIC QUESTIONS TO BE DEVELOPED BY COMMITTEE
3.
4.
5.

Ample time should be allowed for organic conversation and questions from the finalists.

➤ **Sample Teaching Demonstration Prompt**

For your finalist interview, please prepare a 20-25 minute teaching demonstration for Microsoft Teams to include a 5 minute introduction of the subject and goals of the lesson.

Please develop a lesson specifically appropriate to MGA's ENGL 2241 or ENGL 2242 on a subject of your choice. These 2 courses are the sophomore-level African American literature surveys. You will find specific course descriptions at the end of this email.

Although the demonstration will be given to a group of faculty, please present the lesson itself as you would in an actual classroom with students. You can engage faculty as if they were students.

At the end of your teaching demonstration, faculty will be given opportunity to ask you questions about your teaching practices or strategies.

Should you need assistance or practice time navigating Microsoft Teams, please let us know. We will be more than happy to help.

Thanks,

Committee Chair

ENGL 2141 African American Literature I

The course is designed to introduce students to various forms of literature from the Black Experience. The course will survey ideas and themes in writings, music, and film from the 1700s to the 1920s.

ENGL 2142 African American Literature II

This is a survey of important African American literature from 1920 to the present.

Each demo should last about 20-25 minutes including an introduction, and there will be about 15 minutes for open Q&A afterwards.

➤ **Telephone Reference Questions:**

Reference Check Record

Applicant: _____

Person Called: _____ Position: _____

1. What is your association with the candidate and how long have you known him/her?

2. What is your opinion of the candidate's potential as a teacher?

3. Have you had opportunities to observe the candidate teaching - or to review the candidate's student evaluations? If so, can you identify some teaching strengths and weaknesses?

4. How would you characterize the candidate's commitment to his/ her profession?

5. What is your opinion of the candidate's potential as a researcher, scholar, or creative artist?

6. How would you characterize the candidate's willingness to provide service to his/her academic institution or community? Can you give some examples?

7. Would you employ the candidate as a teacher if you had the opportunity?

8. Is there any additional information that you feel we should have in considering the candidate for employment as a faculty member?

Signature of Interviewer: _____ Date: _____