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SECTION: Academic Affairs
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Procedure for: All Campuses
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I. Policy

The University of South Carolina believes the presence of a diverse group of academic administrators is necessary to achieve academic excellence and is committed to the recruitment, retention and promotion of outstanding academic administrators at all levels. To that end, the hiring practices adopted by the University are designed to seek out and welcome quality and diversity to its administrative ranks through internal and external search processes that are conducted in a fair and open manner.

These practices are in compliance with all pertinent state and federal laws that require adherence to equal opportunity and affirmative action provisions, and with all requirements of the South Carolina Commission on Higher Education (CHE) and the Southern Association of Colleges and Schools (SACS).

This policy addresses the recruitment and appointment of academic administrators. Policies addressing the recruitment and appointment of non-administrative, tenured, tenure-track or non-tenure-track faculty positions, other administrators and classified staff can be found on the web at www.sc.edu/policies. (See also University Policy ACAF 1.00 Recruitment and Appointment of Tenured, Tenure-Track, and Non-tenure-Track Faculty, and University Policy HR 1.24 HR 1.24 Appointment, Transfer, Promotion of Classified, Research Grant, Time- Limited or Unclassified Staff Employees.)

A. Academic Leadership Responsibility: Approvals and Required Procedures

1. Hiring Authority

The term “hiring authority” is used in this policy to refer to the individual responsible for ensuring that a fair and open search is conducted for an academic administrative position in accordance with this and other University policies.

This individual must be identified prior to the initiation of recruitment for the vacant position and named in the official search record.

The hiring authority is the supervisor of record and/or the individual who will make the final hiring decision. The approval of the hiring authority is required at each stage of the search process although this responsibility may be delegated in writing. All individuals in academic administrative positions serve at the pleasure of the hiring authority.

The president grants the provost oversight of all academic administrator searches conducted on the Columbia and Regional campuses for positions that do not report directly to the president. The same oversight is granted to the Chancellors on the senior campuses.

2. University, Campus, and Unit Leadership Positions

A documented search process is required for all academic administrative positions whether the search is internal or external. The hiring authority will determine the scope and structure of the search process prior to the initiation of a search, in consultation with the next highest administrative office when appropriate.

a. On the Senior campuses, these positions include:

- chancellor
- executive or senior vice chancellor

All other academic administrative positions on the Senior campuses are appointed using campus-specific policies and procedures in the respective *Faculty Manuals*.

b. On the Columbia and Regional campuses, these positions include:

- provost
- vice, associate, or assistant provost
- academic vice president
- vice president reporting to the provost
- assistant or associate vice president of a unit reporting to the provost or to an academic vice president
- regional campus dean
- academic dean
- assistant or associate dean
- academic department chair
- academic division head
- school director within a college
- academic program director

- institute/center director reporting to the provost or to a vice president reporting to the provost or to an academic vice president
- institute/center director reporting to a dean

3. Required Approvals

In addition to the approval of the hiring authority, the following levels of approval are required prior to extending an offer of employment for an academic administrative position. These required approvals apply to both external and internal searches.

a. USC System

The approval of the president is required prior to permanent or interim appointment to the following positions:

- provost
- chancellor
- academic vice president

b. Columbia and Regional Campuses

i. The prior approval of the provost and the president is required if the candidate of choice will also be appointed to a faculty position with tenure or at the rank of professor. Approval of the Board of Trustees is required for appointments with tenure.

ii. The approval of the provost is required prior to permanent or interim appointment to the following positions:

- vice president reporting to the provost
- vice, associate or assistant provost
- academic dean
- assistant or associate dean
- academic department chair
- academic division head
- school director within a college
- academic program director
- institute/center director reporting to the provost or to a vice president reporting to the provost
- institute/center director reporting to a dean

iii. The approval of the provost and the vice provost and executive dean for extended university is required prior to the permanent or interim appointment of a regional campus dean, or associate or assistant dean on the regional campuses.

- iv. The approval of the provost and the appropriate vice president is required prior to appointment of an assistant or associate vice president if the vice president reports to the provost.
- v. The approval of the president and provost is required prior to appointment of an assistant or associate vice president if the vice president is an academic vice president.

c. Senior Campuses

The approval of the president and the chancellor is required prior to the permanent or interim appointment of a senior or executive vice chancellor on a Senior campus.

4. Exceptions

In very unusual circumstances, the president, provost or chancellor may grant exceptions to this policy for their areas of responsibility, in consultation with the executive assistant to the president for equal opportunity programs.

B. Equal Employment Opportunity and Equity in Hiring Practices

Academic administrators, including the president, provost, vice provosts, vice presidents and chancellors are responsible for ensuring that policies, procedures, and practices in academic units are consistent and in compliance with federal and state equal employment opportunity and educational access/opportunity laws, rules and regulations. These administrators hold their subordinate administrators responsible for implementing these policies and procedures for academic administrator searches at all levels of the University.

- 1. It is the policy of the University of South Carolina to recruit, hire, train, promote, tenure, and otherwise make educational and personnel decisions without regard to race, color, religion, sex, national origin, age, disability, sexual orientation, or veteran status (except where sex or age is a bonafide occupational qualification.) See University Policies EOP 1.00 Equal Opportunity and Affirmative Action and EOP 1.04 Non-Discrimination Policy.
- 2. All searches must be conducted in a fair and open manner, with documented efforts to develop the strongest and most diverse pool possible. All applicants must be equitably evaluated.

C. Freedom of Information Act

Search committees at the University fall within the definition of a "public body" found in the South Carolina Freedom of Information Act (FOIA). Therefore, all search

committees must operate within the requirements of FOIA. See also University Policy UNIV 2.00 Freedom of Information Policy.

II. Procedure

A. Search Committee Composition

Search committees must be representative of the University community's diversity as it relates to race, gender, and tenure status whenever possible and practical. The proportion of tenured, tenure-track, and non-tenure-track faculty members will be determined by the hiring authority and should reflect the mission of the unit and the relative proportions of the faculty within the unit.

The hiring authority or his/her designee will select the search committee members, in consultation with departmental or unit faculty, and appoint a chair of the committee. When deemed appropriate by the hiring authority, committee members may be elected by the faculty and/or staff of the unit.

1. For academic department chair searches on the Columbia campus, please see Section II.D. below. See also University Policy ACAF 1.24 Selection of Department Chairs.
2. For other academic administrator position searches on the Columbia campus, the majority of the search committee members will be regular full-time employees who hold continuing appointments.

B. Internal Searches

Internal searches for academic administrative positions are conducted by a search committee constituted by the hiring authority.

1. Units conducting internal searches must advertise the vacancy within the University and consider all applicants fairly using the process outlined in this policy.
2. The hiring authority may consider only applicants with the necessary qualifications as defined in the position announcement. At least two persons should be considered by the hiring authority unless only one has the necessary qualifications, or only one qualified person applies for the position.
3. The University's commitment to affirmative action and equal opportunity should be conveyed to all participants in internal search processes including search committee members and potential candidates.

4. The hiring authority shall notify all appropriate constituents of the position announcement and instruct them how to apply or make a nomination. The hiring authority should also advertise the position internally.
5. Appointments to academic administrative positions using internal searches must be approved by the hiring authority and the Office of Equal Opportunity Programs. The hiring authority must submit a summary of the search to the provost or appropriate academic administrator, with a copy to the Office of Equal Opportunity. The summary must include at a minimum:
 - a list of the individuals/groups involved in evaluating the applicants;
 - a description of the size and composition of the applicant pool;
 - a record of the numeric vote of the department or unit (if applicable); and
 - a description of the candidate of choice including a summary of the candidate's experience and credentials.

C. Employees Holding Both Administrative and Faculty Titles

When a person originally appointed to an administrative or other non-tenure-track position is subsequently moved to a tenure-track faculty position, the time served in the administrative or non-tenure-track position is not considered part of the probationary period for tenure consideration. A full-time administrator later appointed to a position as an assistant professor, associate professor, or professor is not excused from the unit criteria for tenure and/or promotion.

When a person originally appointed to a tenure-track faculty position is assigned administrative duties or appointed to an administrative position, the administrative assignment does not preclude the running of the probationary period unless an extension of the probationary period is obtained pursuant to applicable university policy. See also USC Columbia Faculty Manual, Section 2.

An individual appointed to an administrative position may also be awarded a faculty title, in accordance with their level of education, experience, and accomplishments. In that case, the appropriate approval steps for a faculty hire at that level must also be followed.

1. The faculty title must be one of the titles listed in University Policy ACAF 1.06 Academic Titles for Faculty and Unclassified Academic Staff, and the individual must meet the eligibility criteria for the title as outlined in the policy.
2. An individual appointed to an administrative position will not normally be considered for tenure or promotion in faculty rank while in the administrative position unless approved unit criteria allow the consideration(s). The inclusion of an academic title in an appointment obligates the individual to follow the same rules and procedures as faculty of similar rank or title in the department or college (i.e., tenure and promotion procedures, probationary periods, etc.) This should be stated in the offer letter.

3. Awards of faculty rank must be approved prior to the offer of employment by the department chair or academic program director, the departmental or college Tenure and Promotion Committee (if applicable), the college/school dean, the provost, and the president (if applicable). On the senior campuses, the approval must be received from the executive/senior vice chancellor for academic affairs and the chancellor.
4. Appointments with tenure must be approved by the provost or chancellor and the president prior to extending an offer of employment. Appointments with tenure must also be approved by the Board of Trustees. See also University Policy ACAF 1.00 Recruitment and Appointment of Tenured, Tenure-Track, and Non-tenure-Track Faculty Positions.
5. Salaries for administrative employees with faculty rank should be determined in accordance with Section II.F. below. Appointment letters must explicitly define the basis for the initial salary, as well as the conversion that will be used in the future if change to a different appointment basis is made (i.e., twelve-month to nine-month, etc.).

D. Columbia Campus Department Chairs

On the Columbia campus, department chair searches and appointments are usually accomplished through joint action of the faculty and the administration. Complete policy and procedures are governed by University Policy ACAF 1.24 Selection of Department Chairs.

E. Terms of Appointment

Appointments to academic administrative positions may be permanent/continuous or for limited terms of three to five years, as stated in the offer letter at the time of hire.

The following positions will normally be appointed on a twelve-month basis:

- provost
- vice, associate or assistant provost
- vice president reporting to provost
- academic vice president
- chancellor
- executive or senior vice chancellor
- academic dean
- regional campus dean
- assistant or associate vice president of a unit reporting to the provost
- other academic administrative positions

The following positions will normally be appointed on a nine-month or eleven-month basis, as determined by the hiring authority:

- school director within a college
- institute/center director
- academic program director
- department chair
- academic division head
- assistant or associate dean

F. Annual Review

All positions listed in Section I.A.2 of this policy should be reviewed annually by the hiring authority or designate.

G. Salary Basis Conversion for Unclassified Administrators with Faculty Rank

The initial salary and pay basis for an academic administrator with faculty rank will be stated in the offer letter as well as the conversion that will be used in the future if a change to a different pay basis is made. (i.e., twelve-month to nine-month, etc.).

1. Conversion from Nine-Month Base Salary (e.g., 10.5 month, 11 month, 12 month)

If a nine-month faculty member is selected for an administrative appointment at a different pay basis, the salary will be converted using the following formula: $\text{Nine-month salary} * (\# \text{ of months in new basis}) / 9$.

2. Conversion to Nine-Month Base

If an administrative employee with faculty rank is initially hired on a pay basis other than nine months (e.g., 10.5 month, 11 month, 12 month) and is returning to a nine-month basis, the new salary will be determined using the reverse ratio with which their salary was initially determined or using the following formula: $\text{Current Salary} * 9 / (\# \text{ of months in current basis})$.

3. Administrative Salary Supplements

Administrative salary supplements, if any, are for the administrative duties of the position and are not included in the base salary prior to conversion. The use of administrative supplements is not required, nor is a given level of administrative supplement mandatory. Salary supplements must be approved in advance by the USC Division of Human Resources and the South Carolina Office of Human Resources. When the administrative duties are no longer part of the job, the salary supplement is removed.

H. Required Documentation

All faculty appointments must meet the guidelines below before the hiring process is completed.

1. **Non-U.S. Citizens:** If the proposed offer of employment will be to a known non-U.S. citizen, the Office of International Support for Faculty and Staff (ISFS) must be contacted prior to extending a verbal or written offer to ensure adherence to all federal and state regulations regarding the hiring of non-U.S. citizens.
2. **Job Reference, Background and Credit Checks:** A job reference and criminal background check must be conducted for the final candidate for an academic administrative position at any level. A credit check is also required for Officers of the University, senior administrative personnel and staff handling University funds.

An acknowledgement and authorization for the background check to be conducted must be signed by the final candidate and sent to the Division of Human Resources prior to the completion of the final hiring documents. All academic administrative hires are contingent upon satisfactory results from the job reference check, criminal background check and credit check (if applicable). See University Policy HR 1.90 Job Reference and Background Checks.

5. **Letters of Reference:** All academic administrative hires require three letters of reference. The letters must be received by the hiring authority before the job offer is made.
6. **Written acceptance:** The final candidate's signed acceptance of offer of employment must be received by the hiring authority prior to the completion of the final hiring documents or date of employment.
7. **The Electronic Verification of Employment Eligibility (E-Verify):** Federal Law requires that all employers verify the identity and employment eligibility of all new employees (including U.S. citizens) within three days of hire. Employers are required to complete a Form I-9, and employees must provide employers with documents establishing both identity and eligibility to work in the United States.

I. Maintenance of Official Search File

The office of the hiring authority or its designee has responsibility for the maintenance of the official search file for each position, including all materials submitted by applicants, documentation of advertisement when applicable, all search committee documents including meeting minutes when applicable, a summary of the internal search process and participants when applicable, and any other documents related to the search. This file

should be maintained for three years. In cases where a search process included known non-U.S. citizens as applicants, the file should be maintained for 6.5 years.

III. Related Policies

This policy supersedes the following policies:

- University Policy ACAF 1.10 Salary Basis Conversion for Unclassified Employees Who Hold Both Administrative Title and Faculty Rank
- University Policy ACAF 1.12 Administrative Personnel with Faculty Titles
- University Policy ACAF 1.27 Internal Appointment of Assistant and Associate Deans

See also the following related policies:

- USC Columbia *Faculty Manual*
- USC Regional Campuses *Faculty Manual*
- USC Aiken *Faculty Manual*
- USC Beaufort *Faculty Manual*
- USC Upstate *Faculty Manual*

- University Policy ACAF 1.00 Recruitment and Appointment of Tenured, Tenure-Track and Non-Tenure-Track Faculty
- University Policy ACAF 1.24 Selection of Department Chairs
- University Policy EOP 1.00 Equal Opportunity and Affirmative Action
- University Policy EOP 1.04 Non-Discrimination Policy
- University Policy HR 1.24 Appointment, Transfer, Promotion of Classified, Research Grant, Time- Limited or Unclassified Staff Employees
- University Policy HR 1.90 Job Reference and Background Checks
- University Policy UNIV 2.00 Freedom of Information Policy

IV. Reason for Revision

Revised to change the time required for the retention of search and hiring records from five years to three years. Also added language requiring an annual review for all academic administrative positions.