

**University of Central Florida**  
**Office of Institutional Equity**  
Guidelines for an Internal Search (Faculty with Administrative Role)

A college, department, or other area ("the unit") may conduct an internal search when a new full-time set of responsibilities is available, and no vacant position exists. Such searches may limit the applicant pool by using minimum criteria if those criteria are job-related. A unit may utilize an internal search when a full-time administrative role calls for current faculty applicants because no line exists for the role.

Colleges may fill the following positions using the internal search process:

- Department Chair/Director
- Assistant Dean
- Associate Dean

The position announcement may include a minimum qualification that applicants must hold a tenured position in the department. This may be worded "at time of appointment" to allow those currently in the tenure process to be considered. Without such a specification, the university requires hiring managers to apply all qualifications listed in the posting as of the posting close date. Assistant or associate dean positions might include a minimum qualification that applicants currently hold a tenured faculty position in the college.

### **Advertising**

University search procedures for internal searches exclude external posting. They require announcement to the appropriate pool of potential applicants, screening against posted qualifications, and assessment of candidates' suitability for the role.

Announcements must include an internal posting with <http://jobs.ucf.edu> and email notices to members of the relevant faculty, including administrators, within and, if appropriate, outside of the department and/or college. Units may use other internal recruitment efforts such as inviting nominations from an email list of all current adjuncts, visiting faculty, and regular faculty. These actions document equal opportunity in the announcement process. The hiring manager will ensure that documentation of all recruitment efforts is maintained by the search assistant/HRBC in the hiring file.

The hiring manager should establish a closing deadline of at least four weeks after the latest written announcement. Timely application consists of a completed application online with documents uploaded as specified in the job announcement (e.g., curriculum vitae (CV), statement of administrative philosophy, vision for the unit in five years, professional references, etc.).

## Screening

The hiring manager appoints and charges a search committee comprised of individuals with the necessary knowledge to screen candidates on tenure status and posted minimum qualifications. This advisory committee should adopt screening criteria based on the posted job qualifications and the hiring manager's charge before reviewing applicants. As with regular searches, the committee applies minimum qualifications and then preferred qualifications and refinements. The committee may consider supplemental information (such as a vision statement) as a screening round, or the hiring manager may reserve such screening for the finalists recommended by the committee. Finally, the search committee membership should include members with varying experiences, perspectives, and expertise, including individuals of different professional, and educational backgrounds.

A request for supplemental information (such as a statement of administrative philosophy) required of all candidates may be included in the job posting. Alternatively, the committee may request it from the interviewees, or the hiring manager may request it from the finalists.

As the committee conducts the preliminary reference checks, committee members confirm the CV in terms of position titles, years of employment, and duties performed. Just as in regular searches, the committee should resolve inconsistencies before recommending a candidate. The candidate is the best person to assist in resolving inconsistencies.

The committee chair or search assistant should maintain a record of decisions on candidates, reference checks, and written feedback instruments for the search record. OIE recommends that committees consider criteria within designated rounds. It is inappropriate for the committee to consider personal knowledge at the earlier round(s) where members conduct screening based only on the candidates' materials.

OIE recommends interviewing three applicants when possible but may approve a search with fewer if the hiring manager directed announcements to the appropriate pool of potential applicants. Colleagues may provide interview input to the hiring manager or the search committee. Regarding the collection of feedback from the interview process participants (for example, faculty, staff, or students), the hiring manager may prefer to collect all input from these participants independent from the search committee. Alternatively, the hiring manager may prefer that the search committee reach out to interview process participants and consider that input within the committee's recommendation.

Faculty members who are not committee members should base their input on information within the search process or specify that their information came from another source such as a past working relationship. Non-members may identify search concerns to the committee chair for further exploration, but the university assigns responsibility for confirming applicants' credentials to the committee.

## Final Details

The committee makes recommendations to the hiring manager in the format requested. The committee's recommendation should include a list of the interviewed candidates (unranked) and an indication that the candidate is either acceptable for hire or unacceptable for hire. The recommendation should also include a description of each candidate's strengths and areas requiring support.

The search assistant/HRBC works with the search committee and hiring manager to prepare the file after selecting a candidate. It will include supporting documents consistent with a faculty hire, except for official transcripts, the Nomination and Appointment to Graduate Faculty and Graduate Faculty Scholars Form, and tenure materials.

OIE recommends timely notification of non-selection as a courtesy to all candidates, especially the other interviewees.

For further information, please contact:

Office of Institutional Equity  
University of Central Florida  
12701 Scholarship Drive  
Suite 101  
Orlando, FL 32816-0030  
Telephone (407) 823-1336  
[ois@ucf.edu](mailto:ois@ucf.edu)  
<http://www.ois.ucf.edu>

UCF OIE 2/05, 7/10, 10/10, 1/11, 2/11, 2/12, 6/13, 5/17, 9/21, 10/21, 11/23, 3/25