



Wake Forest University School of Medicine

STANDARD OPERATING PROCEDURE (SOP) FACULTY RECRUITMENT FOR ACADEMIC FACULTY WITH FUNDING FROM WFUSM

The Wake Forest University School of Medicine (WFUSM) faculty recruitment process outlined in this Standing Operating Procedure (SOP) has been established to ensure a transparent and efficient workflow for the successful recruitment of faculty engaged in School of Medicine activities (research, teaching, etc.). The structure of WFUSM requires that a faculty member entering the organization must have a designated department home. Departments serve as the primary hiring entities for WFUSM faculty. Any department chair hiring a candidate who will receive funding from the WFUSM (e.g., salary, startup, etc.) will need to complete the steps outlined in the SOP. If the candidate is receiving WFUSM funding and clinical support, the department chair will also need to follow the process outlined by UGP. Candidates fully funded through the clinical enterprise (i.e., no WFUSM funding) do not need to complete the process outlined below.

Leaders who have recruitment funding and commitments outside of the department structure (i.e., RPE Conveners, Center Directors) will need to collaborate with department chairs to identify an appropriate home department for any new recruitments with the understanding that, as a multi-disciplinary research organization, faculty are key contributors to a variety of institutional structures (Centers/Institutes/Programs) beyond the assigned department.

There are three distinct phases of recruitment: Initiating a Faculty Search, Identifying Departmental Home and Offer Negotiation, and Candidate Offer.

INITIATING A FACULTY SEARCH

- Position development and posting
 - Hiring leader/department chair works with Dean Boulware or relevant WFUSM leadership to obtain approval for a position.
 - Hiring leader/department chair sends documentation of approval (i.e., email) to the Associate VP of Academic Finance for the Dean's Office (see Appendix A for contact information).
 - Hiring leader/department chair (or designee) submits a requisition request in Core Connect. The requisition should be fully approved in workflow before recruitment begins. (Contact assigned Talent Acquisition consultant/recruiter if assistance is needed. See Appendix A for links for contact information.)
- It is expected that all faculty searches will follow the recruitment guidelines outlined in the [Inclusive Hiring Toolkit](#).
- If the search is being conducted outside of a clearly identified departmental home (e.g., RPE/Center-initiated recruitment), search committees should identify the most relevant departmental home(s) and ensure department chair(s) are aware of the recruitment opportunity. Importantly, it is the responsibility of the search committee chair(s) to ensure that department chair(s) agree that the candidate would be a good fit for the department(s) and department representatives are included in the interview process, as appropriate.
- Engage the chair(s) and departmental faculty in the search process. Every effort should be made to utilize candidate visit(s) (virtual and/or in-person) to ensure the candidate is placed in a departmental

home that will ensure their success. Transparency and communication for department-agnostic faculty searches is essential to successful recruitment of the candidate.

IDENTIFYING DEPARTMENTAL HOME & OFFER NEGOTIATION

- The Hiring leader/department chair notifies the candidate of the intention to prepare an offer.
- The department chair (or designee) should ensure the candidate has formally applied to the position through the online application process.
- The department chair (or designee) explores desired recruitment needs/requests of the candidate. Below are examples of elements that should be discussed with the candidate. (**NOTE:** The desired preferences of the candidate are not guaranteed. The feedback will help to guide the direction of the recruitment process and start-up package.)
 - Desired salary (with anticipated level of extramural funding)
 - Funding needs to support research start-up package (e.g., lab tech, lab supplies, study coordinator, etc.)
 - Preferred secondary departments/other affiliations (e.g., centers/institutes)
 - Anticipated start date
 - Preferred Faculty Rank
 - Professor
 - Associate Professor
 - Assistant Professor
 - Instructor
 - Assistant Instructor
 - Preferred Track
 - Tenure Track
 - Tenure at Hire
 - Non-Tenure Eligible: Educator Scholar
 - Non-Tenure Eligible: Research Scholar
 - Non-Tenure Eligible: Clinician Scholar
 - Non-Tenure Eligible: Clinical Expert Pathway
 - Space, capital expenses exceeding \$5,000, software needs, and/or special computing needs.
 - Relocation needs (Relocation guidelines can be found [here](#). The institution will cover relocation costs in accordance with HR policy recommendations. Any costs above and beyond HR policy must be covered by other sources (e.g., department funding-sources, RPEs, etc.).
- Once the candidate's preferences are received, the department chair (or designee) initiates institutional approvals. (**Note:** Approvals can happen in parallel rather than in sequence to enhance recruitment efficiency.)
 - **Faculty Appointment (FA).** Request faculty appointment approval from Faculty Affairs by completing the [Faculty Appointment Request](#) form (previously Faculty Candidate Summary Form. (See Appendix B if you would like to save the information in the form and return later to complete it.) (**Target FA response time is 2 weeks.**)
 - **Compensation.** Request approval of annual compensation (including salary, sign-on bonus and/or other forms of compensation) by the compensation analyst in the Dean's Office (see Appendix A for contact information). This step may require back-and-forth negotiation with Dean's Office and department chair (or designee) and between the department chair and the candidate. (**Note:** If a candidate is receiving any funding from the WFUSM, salary approval must be obtained from the Dean's Office.) (**Target compensation response time is 4 business days.**)
 - **Dean Justification & Start-up Package.** The Dean's justification information and start-up package components can be completed through the [Faculty Recruitment Justification and Offer Package](#) form. Documentation required to complete this REDCap includes:

- Compensation (salary + bonus) from the Dean's Office
- 5-Year financial package
- Commitment of funds to the recruitment by other faculty leaders (if applicable) (with relevant account numbers)
- Space and Equipment approvals:

All space, capital equipment (i.e., purchases equal to or greater than \$5,000) and software needs should be communicated to the Program Director for Academic Resources (AR) (see Appendix A for contact information). Following consultation with AR on space and equipment, AR will provide email confirmation to department chair (or designee) stating that AR has reviewed the space, capital and software needs for the candidate. AR will provide specific language to the chair to upload into the form that will be included in the final offer letter.

CANDIDATE OFFER

- Upon approval of all requested information, a draft of the offer letter will be created by the Talent Acquisition (TA) team for the department chair to review. (**Target response time for TA draft is 3 business days.**)
- The Offer letter is sent by TA to department chair for review and provide approval with the chair signature.
- Upon approval by the department chair, the letter will be sent to the Director of Administration, Dean's Office, for review (see Appendix A for contact information). The Director of Administration will provide an administrative review and route to the Dean for final review and signature. (**Target response time for review and Dean's signature is 5 business days.**)
- Upon approval by the Dean, Talent Acquisition will formally extend the offer to the candidate with a copy to the department chair.
- Upon signature and acceptance from the candidate, the department chair (or designee) returns the fully executed document to Talent Acquisition for filing.
- If a new recruitment hire has extramural funding that will need to be transferred, the department chair (or designee) should notify Office of Sponsored Programs as soon as the offer has been fully executed (see Appendix A for contact information) to initiate the transfer process.
- If a new recruitment includes the transition of personnel as part of the recruitment package, the department chair (or designee) should notify the Talent Acquisition Consultant (see Appendix A for contact information) as soon as the offer has been fully executed.

APPENDIX A

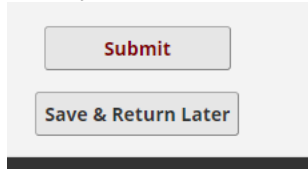
Contact Information

| Role | Contact Name | Contact Email |
|--|---|---|
| VP of Academic Finance for the Dean's Office | David Weaver | davweave@wakehealth.edu |
| Compensation Analyst | Michele Morrissey | mmorriss@wakehealth.edu |
| Program Director, Academic Resources | Linda Dorton | lbdorton@wakehealth.edu |
| Office of Sponsored Programs Representative for Grant/Contract Transfers | Debbie Sanabria – Grants Michelle Gordon - Contracts | dsanabri@wakehealth.edu mgordon@wakehealth.edu |
| Talent Acquisition Consultant for Research Staff Needs | Carolyn McManus | carolyn.mcManus@wakehealth.edu |
| General Talent Acquisition Questions | Lindsay Teague | Lindsay.teague@wakehealth.edu |
| Director of Administration, Dean's Office | Rachel Woodside | rwoodsid@wakehealth.edu |
| Recruitment Navigator-General Questions | Pam Flax-Laws | pamela.flaxlaws@atriumhealth.org |
| General Faculty Affairs Questions | Nick Smith-Stanley | nsmithst@wakehealth.edu |

APPENDIX B

Saving and Re-entering a REDCap survey form

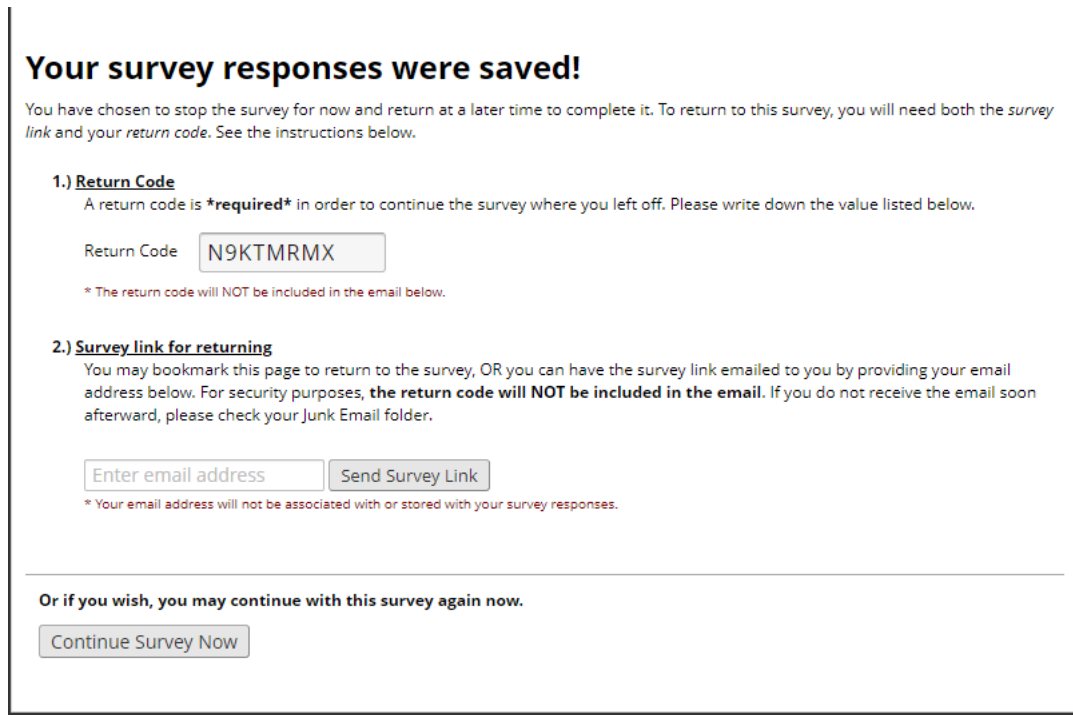
1. If you wish to exit a survey before completing it, click **Save & Return Later** found at the bottom of the survey form:



A screenshot of a survey form showing two buttons: "Submit" and "Save & Return Later". The "Save & Return Later" button is highlighted with a black underline.

2. REDCap will display instructions similar to those in the figure below. **IMPORTANT: You must record the Return Code in order to return to the incomplete survey. REDCap will not do this for you!**

It is highly recommended that you have REDCap send you an email (item #2 in the figure) with the link to the incomplete survey. Alternatively, you can bookmark the location in your browser.



Your survey responses were saved!

You have chosen to stop the survey for now and return at a later time to complete it. To return to this survey, you will need both the *survey link* and your *return code*. See the instructions below.

1.) Return Code
A return code is ***required*** in order to continue the survey where you left off. Please write down the value listed below.

Return Code

* The return code will NOT be included in the email below.

2.) Survey link for returning
You may bookmark this page to return to the survey, OR you can have the survey link emailed to you by providing your email address below. For security purposes, **the return code will NOT be included in the email**. If you do not receive the email soon afterward, please check your Junk Email folder.

* Your email address will not be associated with or stored with your survey responses.

Or if you wish, you may continue with this survey again now.

3. To re-enter an incomplete survey, click the link that you bookmarked or that was sent to you in email by REDCap. You will now see a screen similar to the following:

Faculty Recruitment Justification and Offer Package

To continue the survey, please enter the RETURN CODE that was auto-generated for you when you left the survey. Please note that the return code is *not* case sensitive.

Submit your Return Code

Alternatively, if you have forgotten your return code or simply wish to start the survey over from the beginning, you may delete all your existing survey responses and start over.

Start Over