

OFFICIAL

Policy and Procedure Statement 7.02
Review Cycle: February 1, E3Y
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Reviewer: Associate Provost

Faculty Hiring
(59 paragraphs)

GENERAL INFORMATION

1. Texas State is committed to hiring well-qualified faculty members for every vacant faculty position and will take the necessary steps to ensure that applicant pools are diverse.
2. This Policy and Procedure Statement (PPS) outlines the process that is followed to secure, with the resources available, the services of the best-qualified persons for faculty vacancies and to support an effective faculty governance system.
3. This PPS provides guidelines for seeking and employing faculty members, both tenure-track and continuing non tenure-track faculty. Additional information regarding hiring and use of temporary part-time and per course faculty may be found in [PPS 7.14](#), Hiring and Use of Part-time and Per Course Faculty Adjunct, faculty can include continuing non tenure-track faculty and temporary part-time and per course faculty [see [PPS 7.22](#), Faculty Responsibilities, Definitions, and Titles].
4. The Faculty Hiring Checklist found in [Contract Packet Checklist](#) provides a quick reference to the material contained in the PPS and summarizes the actions needed in order to hire new faculty.

RECRUITING A DIVERSE FACULTY AND PROVIDING EQUAL EMPLOYMENT OPPORTUNITIES

5. Texas State is committed to recruiting and retaining a diverse and distinguished faculty. We define 'diversity' broadly to include such factors as geographic backgrounds, ages, genders, educational backgrounds, employment experiences, language abilities, economic backgrounds, cultures, and special skills and talent. We also believe that race and ethnicity are socially significant characteristics and that there will be occasions when a person's experiences will be affected by his or her race or ethnicity. The terms 'race' and 'ethnicity' are not limited and include persons from all races and ethnic backgrounds. We will consider race or ethnicity as merely one factor in our overall efforts to diversify our faculty, to be applied in limited circumstances only when the experiences of race or ethnicity contribute significantly to a diversity of ideas. Guidelines for recruiting and hiring a diverse faculty are found in [Guidelines for Recruiting](#)

6. Texas State is also committed to assuring that all candidates for faculty positions are afforded an equal opportunity for consideration and to full compliance with Titles VI and VII of the Civil Rights Act of 1964 as amended, Civil Rights Act of 1991, Executive Order 11246 and its amendments, Equal Pay Act, Age Discrimination in Employment Act, Section 503 of the Vocational Rehabilitation Act of 1973, Vietnam Era Readjustment Act of 1974, Pregnancy Discrimination Act of 1978, Immigration Reform and Control Act of 1986, The Americans with Disabilities Act and The Texas State University System policies for maintaining and reporting of employees.

THE APPLICANT POOL

7. Tenure-track positions and other continuing and temporary position vacancies are normally filled through open recruitment and advertised and recruited for in a manner consistent with the following paragraphs of this PPS, assuring equal employment opportunity to all persons. Additionally, the department/school should review the existing emergency hire applicant pool for qualified applicants to add to the pool for a tenure-track or term search. Refer to the [Emergency Hires](#) form for applicant pool guidelines.

POSITION AUTHORIZATION AND FUNDING

8. All positions, existing and new, are allocated and authorized based on strategic planning goals, departmental needs, and available funding. Funding for all existing positions is normally authorized through the annual budget cycle.
9. New multi-year term, tenure-track, or tenured faculty positions are normally authorized through the New Faculty Position Authorization Cycle or through other faculty position review cycles authorized by the Provost. Funding for these positions is added to a department's budget at the time of hire. When a budgeted position becomes vacant, that position and the funding lapses to the Provost for review.
10. Temporary positions may also be authorized and funded as needed based on the demonstrated instructional needs (i.e., enrollment growth) of the department, including replacement positions for recaptured or lapsed positions under review by the Provost. Departments need to request adequate funds from the Office of the Provost for temporary positions.
11. To initiate open recruiting, a [Position Authorization Request Form](#), must be submitted. The Position Authorization Request must clearly describe and justify the position and specify the proposed contract period and anticipated salary. If the anticipated salary is more than what is budgeted, a memo detailing how the position will be funded may be required. The Request must be reviewed and approved by the departmental personnel committee, chair/school director, college dean, Chief Diversity Officer and Director of Equity and Access and the Provost.

12. [The Position Vacancy Announcement and Recruitment Plan Form](#) may be submitted with the Position Authorization Request in order to expedite the process if the search committee is in place, has met to develop the position criteria and has created a recruiting plan that will attract a diverse pool of applicants.

SEARCH COMMITTEE

13. Each department chair/school director is responsible for appointing one or more search committee(s) to be charged with recruiting and screening applicants and recommending final candidates. The department chair/school director may appoint one search committee to review applications for multiple vacancies in the department/school or establish separate search committees for individual vacancies. All of these actions are subject to the approval of the college dean. Departmental guidelines should also be developed to ensure departmental personnel committee involvement in the hiring process. Guidelines for Search Committees can be found in [Guidelines for Search Committees](#).
14. The composition of each search committee must be diverse. To ensure diversity on a search committee, the dean may go outside the department/school or college for committee members. Departments will explain how the recommended search committee membership ensures diversity in a memo accompanying [Position Vacancy Announcement and Recruitment Plan](#) .

ADVERTISING AND RECRUITING

15. The search committee and the chair/school director will develop the position criteria based upon the Position Authorization Request description that will be used to prepare the advertisement. The criteria and the advertisement are subject to approval by the personnel committee, chair/school director, college dean, Chief Diversity Officer and Director of Equity and Access, and the Provost. Advertisements should not be placed without appropriate approvals.
16. The position vacancy announcement must list a review date or a closing date. The preferred format for specifying a review or closing date is:

“To ensure full consideration all materials must arrive by [specify date].”

The preferred format for salary information is:

“Commensurate with qualifications”
17. The Faculty Recruiting Plan should identify the placement of advertisements. Advertising may vary in scope and intensity depending whether the position is tenure- track or short-term. All positions that may result in the hiring of a non-resident alien must be advertised in a national print medium (*Chronicle of Higher Education*). Advertising is placed in the following:

- a. Texas State Web page,
- b. One or more of the following to ensure that applicant pools are diverse:
 - i. *Chronicle of Higher Education*;
 - ii. *Diverse Issues*;
 - iii. *Hispanic Outlook*;
 - iv. Austin and San Antonio newspapers (an alternative to i - iii above for emergency hires);
 - v. Colleges and universities with primarily black, Hispanic, or female enrollment and with graduate programs in the discipline;
 - vi. Persons identified in the Committee on Institutional Cooperation (CIC) Directory available through their website, <http://www.cic.uiuc.edu/>; <http://www.cic.uiuc.edu/programs/DirectoryOfMinorityCandidates> <http://www.cic.uiuc.edu/programs/DirectoryOfWomenInScienceAndEngineering/>; and
 - viii. [Recruitment Links](#) provides additional recruiting links to help foster diversity.
- c. Additionally, advertising should be conducted through one of the following:
 - i. professional journals, newsletters or publications;
 - ii. university placement services;
 - iii. high school districts;
 - iv. direct mailing to appropriate graduate departments.
- d. Committee and department/school members should be encouraged to inform outstanding candidates of the availability of the position, i.e. through professional meetings and conferences.

18. The personnel committee, chair/school director, college dean, the Chief Diversity Officer and Director of Equity and Access, and the Provost will review and approve the Recruiting Plan and Position Vacancy Announcement. Once approved, the Faculty Records Office will:
 - a. assign a posting number;
 - b. notify the committee chair and the department chair/school director of the posting number;
 - c. distribute copies of the approved forms to the department chair/school director; and
 - d. post to the University's website.
19. Following approval of the Recruiting Plan and Position Vacancy Announcement by the Provost, the chair submits advertisements to appropriate media. The ads should allow approximately 60 days between first publication and review or closing date of the position. The Faculty Records Office will place an annual block advertisement for tenure-track positions each fall in the *Chronicle of Higher Education*, and *Hispanic Outlook*. Deadline for submission to Faculty Records is early September. Departments are responsible for advertising in these outlets if positions are not included in the block advertisement.

ESTABLISHING THE CANDIDATE FILE

20. Upon receipt of a query or application materials, the chair begins a file on the individual. See sample checklist in [Checklist for Candidate Folder](#).
21. The complete applicant file consists of items as defined by the committee.
22. The files should be kept in a secure place designated by the committee chair.

CORRESPONDENCE

23. The committee chair will acknowledge correspondence from the following persons. See sample letters [Sample Letters](#).
 - a. the nominator and nominee upon receipt of a nomination; and
 - b. the applicant upon receipt of a query or letter of application
 - i. Texas State Employment Application sent to applicant (LINK)
 - ii. the applicant should be notified if the file is complete or

incomplete only if the applicant specifically asks for this status or the department opts to follow a process to ensure such notification.

BEFORE THE REVIEW OR CLOSING DATE

24. As applications arrive and before the closing date, the committee's administrative assistant will send (weekly or any time several have accumulated) to the Office of Equity and Access labels with the names and addresses of all applicants. Equity and Access will mail the Confidential Faculty Applicant Data Form to ensure confidentiality of the data. A cover letter will accompany the labels identifying the department and the posting number.
25. Before the review or closing date, the search committee chair may meet with the committee to review the criteria for rating the applicants. Before screening of faculty applicants begins, the search committee will construct a screening matrix to be used to compare each candidate's qualifications to those stated in the position description. Each stipulated qualification must be represented and, if the search committee determines that it is necessary and appropriate, the scores applied to each qualification may be weighted. The search committee should consult the personnel committee and the department chair/school director before finalizing the matrix. The screening matrix must be created before search committee members review candidate files.
26. The search committee chair reserves a convenient and secure location for review of the candidate files by the members of the committee. The committee will ensure that the equity and access review follows the guidelines in [Guidelines for Recruiting](#).

AFTER THE REVIEW OR CLOSING DATE, BEFORE INTERVIEWS

27. Within one working day after the review or closing date for the position, the search committee chair should send the remaining name and address labels of applicants to the Office of Equity and Access.
28. Normally the search committee will select three or more applicants for interview and will identify reasons why all others were not originally selected to be interviewed. As part of this selection process, the committee may identify a larger pool, such as the top 10 candidates, and evaluate these candidates at a venue such as a professional meeting or through telephone interviews, or a combination of the two. During this phase of the search, some additional information should be secured from those selected for on-campus interview:
 - a. Official or copies of transcripts for at least the terminal degree granting institution for use during the final screening, and

- b. Reference letters or telephone reference checks.
29. The following materials should be submitted via the chair/school director, the college dean, the Chief Diversity Officer and Director of Equity and Access to Faculty Records.
- a. [Faculty Application Log](#) with the following information completed:
 - i. The upper portion of the cover page of the Faculty Applicant Log Form listing position information and the list of candidates for interview.
 - ii. Continuation pages of the Log Form as needed to list the name; teaching experience and related qualifications; the designation of applicants to be interviewed; and the reason(s) for not interviewing. Additions can be made later if more applications are received.
 - iii. If the option to interview candidates one at a time as outlined in Paragraph 31 (b) is elected, the log form should indicate the order of the individuals to be interviewed.
 - b. All applicant materials for those to be interviewed.

INTERVIEWS

30. It is the responsibility of the search committee to request and review the transcripts to verify the following on the candidates to be interviewed:
- a. certification of the candidate(s) degree; and
 - b. accreditation of the awarding college.
31. The committee may interview in one of two ways:
- a. interview the top two, three or more candidates prior to selecting the top candidate; or
 - b. interview one candidate at a time, reaching a decision about whether to recommend appointment after each interview. If this method is chosen, the log form should include ranked alternates as well as a reason for not interviewing unacceptable candidates.
32. In either case, the department may be required, based upon the recommendation of the chair/director, dean, Chief Diversity Officer and Director of Equity and

Access, or Provost to interview additional applicants after consultation with the search committee.

33. After the chair/director, dean, Chief Diversity Officer and Director of Equity and Access, and Provost have approved the Faculty Applicant Log, interviews should be scheduled. Each candidate's itinerary should be made available to all persons involved in the interview process. A vita/resume and a copy of the application should be made available for review by all individuals involved in the interview process and copies should be sent to the dean.
34. On-campus interviews should involve the department/school personnel committee, the department chair/school director, the search committee, and other faculty as appropriate. As necessary, candidates should also meet with the International Office to discuss employment-related immigration issues. All on-campus scheduled interviews must be structured identically to ensure equitable treatment of all candidates. The committee chair may request interviewers to write comments on each candidate for later use in the selection process. The dean or dean's designee will interview all candidates.
35. The department/school will pay eligible expenses for candidates approved for on-campus interviews.
36. The department/school interviews should assess competency in the discipline, potential as a teacher and a scholar, and potential for contributing to the department/school, college, and university missions.
37. During the interview, the dean will stress the University's commitment to these areas and its expectation that each faculty member excels in areas of teaching, scholarly/creative activities, and service. In addition to assessing competency in the discipline and potential as a teacher and scholar, the dean may consider each candidate's interest in areas such as distance education activities, leadership roles, and, for those disciplines where applicable, external and internal funding activities, patents and/or commercialization of research.
38. Prospective faculty should, in the judgment of the chair/director and dean, possess the ability to communicate and comprehend spoken and written English appropriate to the classroom setting prior to hiring. The chair/director is responsible for ensuring the successful candidate meets the requirements as outlined in [PPS 7.12](#), Clear English Requirements.
39. All interviewees must be informed that the Provost must approve salary and applicable start-up funding offers.

SELECTION

40. After the interviews, the search committee will forward its recommendation to the department chair/school director with the completed applicant log, [Faculty Application Log](#), and the Equity and Access Faculty Hiring Evaluation Checklist found in [Guidelines for Search Committees](#), Guidelines for Search Committees. The chair/director will secure the advice of the department/school personnel committee regarding the recommendation. The chair may also consult with other faculty in the department. After consultations, the chair will forward the recommendation(s) of the search committee, the department/school personnel committee and the chair/director with the applicant file of the recommended candidate to the college dean. The file of the recommended candidate will include the items needed for hiring and contracting, specifically:

- a. memo addressed to the Provost detailing the specific characteristics that make the selected candidate the most qualified;
- b. completed log and interview sheets, [Faculty Application Log](#);
- c. Security Sensitive Form (criminal background release form) [PPS 7.20 Attachment B](#) ;
- d. [Contract Offer Recommendation Form](#) , with the appropriate contract conditions noted, [Contract Conditions FY 2009](#);
- e. completed Faculty Employment Application;
- f. a current vita or resume;
- g. at least three letters of recommendation or memorandum documenting telephone checks;
- h. English Proficiency Evaluation Form ([PPS 7.12 Attachment B](#)); and
- i. official transcripts from all degree granting institutions (see [Transcripts and/or Documents from Foreign Universities](#) for foreign transcript guidelines).

41. After discussion with the department chair/school director, the dean will review the recommendation(s). If the dean concurs with the recommendation, he/she will forward the file of the recommended candidate (including items a-i above) via the Chief Diversity Officer and Director, Equity and Access to the Provost for approval. If the dean does not concur with the recommendation after discussion with the department chair/school director and personnel committee he/she will make an alternate recommendation and submit both files to the Provost for review and approval.

42. If the selected candidate declines the offer, the selection process for the next recommended candidate should be followed beginning with paragraph 40.

HIRING AND CONTRACT

43. The materials submitted for selection (items a-i in paragraph 40) are those needed by the Faculty Records Office to prepare a contract. The contract will be sent via e-mail to the chair/director and dean for review prior to signature by the Provost. Any special conditions of employment are subject to final approval of the Provost and President.
44. Following approval and signature by the Provost and President, the contract is mailed by the Faculty Records Office to the candidate. The contract is subject to the stated deadline for acceptance.
45. Upon receipt of the signed contract, the Faculty Records Office will send a copy of the signed contract to the department chair/school director and the college dean.
46. Should the contract be rejected by the candidate, the search committee and the chair/director will make a recommendation through the college dean and the Provost for hiring another candidate, or taking other action such as extending or reopening the search or making an emergency hire. The steps beginning in paragraph 40 will again be followed.

EXTENDING, CLOSING, OR REOPENING A SEARCH

47. Occasionally a search does not produce any qualified applicants, a diverse pool, or a qualified candidate who accepts the offer. The search may be extended if time remains to expand recruiting efforts and secure a hire in time to meet departmental or school needs.
48. To extend a search, the department chair/school director should send a memo via the college dean and the Chief Diversity Officer and Director of Equity and Access to the Provost requesting extension of the advertised review date. The memo should state why the extension is necessary, and what new recruiting efforts will be made.
49. In the event a search for a tenure-track position does not produce a qualified candidate or a candidate who accepts the offer, the search may be closed and reopened if there is not time to expand recruiting efforts on the original search. A memo should be sent to the Provost via the college dean and Chief Diversity Officer and Director of Equity and Access stating the position number and reasons for closing without hiring.
50. To reopen a search, the Recruiting Plan and Position Vacancy Announcement should be submitted by following the steps beginning in paragraph 11.

EMERGENCY HIRING

51. When an emergency vacancy occurs and the procedures above would unduly delay the University's obligation to execute its teaching mission, the advertising and posting requirements for temporary, non-continuing appointments may be waived. A memo requesting a waiver of advertising and posting requirements should be sent to the Provost via the college dean and the Chief Diversity Officer and Director of Equity and Access. Attach a copy of the resignation letter, leave request or a memorandum of explanation to justify waiving the advertising and posting requirements.
52. Each department/school should maintain a pool of applicants for emergency vacancies. Refer to [Emergency Hires](#).
53. Hiring documents for faculty hired in emergency situations should include all of the materials listed in paragraph 40.
54. The Southern Association of Colleges and Schools (SACS) Commission on Colleges publishes the following credential guidelines when an institution defines faculty qualifications using faculty credentials:

Texas State employs faculty by giving primary consideration to the highest degree earned in the discipline and complies with the Southern Association of Colleges and Schools (SACS) *Principles of Accreditation* Comprehensive Standard 3.7.1. Texas State also abides by the following relevant academic credential guidelines approved by the Commission on Colleges, Southern Association of Colleges and Schools, Collegiate Delegate Assembly in December 2006. These documents state:

The institution employs competent faculty members qualified to accomplish the mission and goals of the institution. When determining acceptable qualifications of its faculty, an institution gives primary consideration to the highest earned degree in the discipline. The institution also considers competence, effectiveness, and capacity, including, as appropriate, undergraduate and graduate degrees, related work experiences in the field, professional licensure and certifications, honors and awards, continuous documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes. For all cases, the institution is responsible for justifying and documenting the qualifications of its faculty. (See *Commission guidelines "Faculty Credentials."*) **(Faculty competence)**

When an institution defines faculty qualifications using faculty credentials, institutions should use the following as credential guidelines [non relevant guidelines for associate degrees deleted]:

- a. Faculty teaching general education courses at the undergraduate level: doctorate or master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).
- b. Faculty teaching baccalaureate courses: doctorate or master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (minimum of 18 graduate semester hours in the teaching discipline).
- c. Faculty teaching graduate and post-baccalaureate course work: earned doctorate/terminal degree in the teaching discipline or a related discipline.
- d. Graduate teaching assistants: master's in the teaching discipline or 18 graduate semester hours in the teaching discipline, direct supervision by a faculty member experienced in the teaching discipline, regular in-service training, and planned and periodic evaluations.

55. Departments must adopt policies regarding appropriate special credentials for their areas and defining terminal degrees other than the doctorate. These policies are subject to the approval of the dean and the Provost. An [Employment Justification Form](#) must be included in the hiring packet for an employee who is hired as an exception to these credential guidelines required by SACS. This justification must provide clear evidence of the expertise, related work experiences, licensure, awards, or other qualifications allowed by SACS that qualify the prospective faculty member to teach particular courses in the department. When determining acceptable qualifications for faculty employed under an employment justification, a department may not rely primarily or solely on "continuous documented excellence in teaching." Requests for approval should be made on a course-by-course basis.

WHEN THE POSITION IS FILLED

56. Each college dean and department chair/school director is responsible for setting expectations, conducting conferences, departmental/school in-service orientation and counseling related to the assignment of faculty in the college and department/school. In addition, the department chair/school directors should ensure that affected faculty seek formal guidance from the International Office on immigration-related matters as soon as the selection process concludes.
57. Each department chair/school director is also responsible for notifying new faculty members that they are expected to attend New Faculty Orientation sessions at the beginning of the fall semester.
58. Applicant files and documentation of search procedures should remain in the departmental/school office for three years from the date of hire for the position.

CERTIFICATION STATEMENT

59. This PPS has been approved by the reviewer listed below and represents Texas State's Division of Academic Affairs policy and procedure from the date of this document until superseded.

Review Cycle: _____

Review Date: _____

Reviewer: _____

Date: _____

Approved: _____

Date: _____

Perry Moore
Provost and Vice President for Academic Affairs