



FACULTY RECRUITMENT MANUAL

Hiring Top-Tier Faculty for a Top-Tier University

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STATEMENT OF PURPOSE

As The University of Texas at San Antonio (UTSA) evolves into a research university, it is committed to building a highly qualified and diverse faculty in support of academic excellence. Your service as a Search Committee member or as a Diversity Access and Equity Advocate (Advocate) is instrumental to this commitment. This *Faculty Recruitment Manual*, developed jointly by the Office of Equal Opportunity Services (EOS) and the Office of the Senior Vice Provost for Academic and Faculty Support (VPAFS), provides guidance to ensure that a fair and effective standardized process is followed as you recruit colleagues to serve our diverse student population. The recruitment process is designed as a collaborative process with the result being general concurrence regarding the best qualified candidate for a position.

The U.S. Equal Employment Opportunity guidelines as well as University processes and procedures must be followed during every faculty search. This manual sets out those processes and procedures for Tenured/Tenure Track (T/TT) faculty searches. Failure to follow the processes outlined in this manual may result in the closing of a search. Closing a search delays hiring of new faculty and creates additional costs for your college and department. In addition, such failure could make both you and the University vulnerable to legal challenges.

Special Opportunity Hires do not follow the procedures outlined in this manual. The procedures for Special Opportunity Hires can be found on the Provost's website at:

<http://provost.utsa.edu/VPAFS/documents/Special-Opportunity-Hires.pdf>

FACULTY RECRUITMENT PROCESS & DIVERSITY

It is a University goal to identify, recruit, and retain highly qualified, talented, and diverse faculty for positions in all academic fields. VPAFS is responsible for developing and overseeing the faculty recruitment process. EOS functions as the equal opportunity office responsible for ensuring that the faculty recruitment process is in compliance with search procedures, university policies, and federal Affirmative Action requirements.

Deans, Department Chairs, and Search Committees are responsible for ensuring that equal opportunity is afforded to all candidates to further the University's goal of identifying and recruiting diverse, qualified, and talented faculty.

In order to recruit a diverse applicant pool, Search Committees are responsible for actively engaging in efforts that include:

Communicating the availability of positions to a broad and diverse range of qualified candidates.

Developing strategies to attract qualified women and members of underrepresented groups.

For additional strategies, see **UTSA Inclusive Faculty Recruitment Tips** on page 19 of this manual.

FACULTY POSITIONS: REQUESTS & RESPONSIBILITIES

Faculty recruitment activity and hiring decisions shall be guided by the University Strategic Plan and subsidiary planning processes at the college and departmental level. The Dean has the ultimate authority in the recruitment process for ensuring the recruitment of highly qualified and diverse faculty. The Deans will establish and manage the recruitment budget for their respective college in order to achieve faculty recruitment objectives.

Deans shall stay informed about faculty hiring needs in the college through continuous consultation with the Department Chairs and through other means, such as recommendations from outside program reviewers and benchmarking with other institutions. Deans shall maintain a prioritized list of faculty hiring needs in the college ready for Provost's approval.

Chairs, in consultation with faculty, shall maintain an up-to-date list of prioritized faculty hiring needs ready for Dean's approval. Chairs are encouraged to maintain draft recruitment plans and advertisements for needed positions ready for final development and implementation.

Deans and Department Chairs are responsible for monitoring actions of Search Committees in their colleges to ensure that established guidelines are followed.

SEARCH PROCESS

The recruitment process is designed as a collaborative process with the result being general concurrence regarding the best qualified candidate for a position. Faculty, Department Chairs, and Deans actively collaborate toward that end.

Participants in the Search Process

Deans

- As resources allow and upon Provost's approval, provide Department Chairs with written authorization to initiate searches. The memo of authorization will specify the rank(s), specialization(s), start date, and target salary or salary range for each position. Authorization should be made as early as possible in the discipline's hiring cycle so that the department may be fully competitive.
- Review and approve recommendations from the Department Chairs for Search Committee members and the Search Committee Chair. Diversity should be taken into consideration when appointing members to a Search Committee. The Dean has final approval for who serves on a Search Committee.
- Review and approve Hiring Plan before submission to EOS.
- Receive and consider hiring recommendations from the Department Chair throughout the search and recruitment process leading to the hiring of a candidate.
- Close a search at any point if the search process has not produced a pool of candidates of sufficient quality and diversity or if the search process has not fully complied with the requirements of this policy.
- Review identified diversity issues in academic departments with Department Chairs before the recruitment process starts to ensure that candidates forwarded to the Dean reflect the University's goal for faculty appointments. Data to be reviewed include:
 - The 2016 Institutional Research data containing a detailed analysis of faculty diversity totals by *college* for both ethnicity and gender.
 - The 2016 Institutional Research data containing a detailed analysis of faculty diversity totals by *department* for both ethnicity and gender.
- Submit a report at the conclusion of the college's recruitment efforts for each academic year to the Provost summarizing the college's success in meeting UTSA's goal to recruit highly qualified and diverse faculty. These reports are due by Aug. 1.

Department Chairs

- Upon receiving written approval from the Dean, initiate the search process by submitting recommendations of Search Committee members to the Dean.

Diversity should be taken into consideration when appointing members to a Search Committee.

- Appoint the Chair of the Search Committee with approval from the Dean.
- Review identified diversity issues identified by the Dean with the Search Committee Chair to ensure that candidates considered for the short list reflect the University's goal for faculty appointments.
- Solicit information to contact potential candidates for a position from faculty members in the department not on the Search Committee. Potential candidates should be directed to apply via STARS.
- Receive and review the recommendations submitted by the Search Committee regarding the most qualified candidates.
- Forward or communicate recommendations to the Dean and ensure that candidates forwarded to the Dean reflect the University's goal for faculty appointments.
- Ensure Hiring Package is submitted through the Dean to the VP/AFS office **beginning April 15, 2017**.
- Retain search files for each faculty search in the department office (three year retention).

Search Committee

The Search Committee is comprised of a minimum of three (3) T/TT faculty and a Diversity Access and Equity Advocate. Exceptions are subject to approval by the Dean. The committee may include faculty or subject matter experts from other institutions if approved by the Dean.

Once approved, each committee member must attend Faculty Recruitment Training if they are first-time appointees to a UTSA Search Committee, or if they have not attended training within the previous two (2) years. The EOS office will maintain records of participation in Faculty Recruitment Training.

Responsibilities of the Search Committee:

- Develop a Hiring Plan for the search.
- Screen applicants, identify leading candidates, and advise the Department Chair and the Dean concerning candidate qualifications and suitability for the position.

- Develop and submit a short list of candidates to the Department Chair.
- Interview candidates on short list.
- Submit review of candidates and hiring recommendations to the Department Chair.

Diversity Access and Equity Advocate

The Diversity Access and Equity Advocate (Advocate) helps ensure that UTSA's dual goal of recruiting a faculty that reflects quality and diversity is advanced through the work of faculty search committees. Identifying, recruiting, and retaining highly qualified, talented and diverse faculty for all academic fields is a primary university goal.

The Department Chair should contact the Dean to appoint an Advocate to each Search Committee from a list of active Advocates. The list of Advocates from each college should be updated by the Dean and provided to EOS at the start of each fiscal year. Deans should make every effort to recruit individuals who want to serve as Advocates and who have a strong commitment to increasing quality and diversity among faculty. Advocates must be **tenured** faculty and do not count as one of the three (3) voting search committee members. Normally, Advocates should serve terms no longer than two (2) consecutive years.

The Diversity Access and Equity Advocate assigned to a Department's Search Committee must be a faculty member from outside that department. Advocates are normally faculty members within the college, unless otherwise determined by the Dean. Advocates are required to attend Faculty Recruitment Training if they have not attended training within the previous two years.

Diversity Access and Equity Advocates perform the following:

- Attend all Search Committee meetings, candidate interviews, and sessions involving official committee deliberations regarding candidates. Advocates are not voting members of the Search Committee, but they can review and participate in all committee functions.
- Provide oversight of process as outlined in this manual.
- Ensure fair and equal treatment for *all* candidates throughout the search process.
- Identify problems and discuss concerns with EOS or VPAFS.

- Discuss with the Search Committee Chair goals for faculty appointments identified by the Dean or the Department Chair. The focus of this discussion should include the college's and department's diversity goals.
- Recommend halting a search if it is determined the guidelines have not been followed or the process has not been followed.
- Provide a summary to VPAFS demonstrating that the search process has provided the opportunity for highly qualified and diverse faculty to be considered for appointment at UTSA. This summary is included in the Hiring Package.

Search Committee Chairs must assume responsibilities as the Advocate in the event the Advocate fails to attend a scheduled meeting or interview or is otherwise unavailable to fulfill their responsibilities. Search Committee Chairs should immediately contact VPAFS and EOS if questions or concerns arise regarding the Advocate's commitment or ability to meet their duties in the search process.

A search is subject to cancellation for failure to include an Advocate in the process.

SEARCH PROCESS TIMELINE

The Provost is committed to ensuring that the faculty search process results in the recruitment and employment of highly qualified faculty. He encourages departments and colleges to follow the timeline outlined below in order to facilitate a rapid and efficient process that results in hiring the best faculty available in a highly competitive market. Exceptions to this timeline may be requested as part of the Recruitment Plan.

July	Form Search Committee and appoint chair; finalize advertisement
August 1 – September 30	Training by VPAFS/EOS; complete hiring plan; send letters soliciting nominations; complete job posting in STARS
October 1 - 15	Soft closing date; review applicants; develop short list of candidates
October 15 - 30	Phone/video interviews (optional); extend soft deadline (if needed)

November & December	On-campus interviews with candidates on short list
January	Select best candidate; submit CBC for approval; work with Dean to develop startup package; negotiate offer
March 1	Offer letter given to and signed by the candidate
March – July	Prepare office and/or research space for new faculty member; gather materials together and submit hiring packages beginning April 15
June - August	Assist faculty member with transition to UTSA
August	New Faculty Orientation

HIRING PLAN

The Hiring Plan consists of a Recruitment Plan and Advertisement Plan. The Search Committee will provide the Hiring Plan for review and approval by the Department Chair, Dean, and EOS. Approval of the Hiring Plan will serve as authorization for placement of the ad and the beginning of subsequent search activities.

Recruitment Plan

- The objective of the Recruitment Plan is to identify the efforts the committee will employ to obtain a broad and diverse pool of candidates.
- The Recruitment Plan must contain a schedule that provides specific benchmarks to measure progress of the Search Committee’s efforts to meet the Provost’s deadline for all offers to be finalized.
- The Recruitment Plan must be reviewed by and approved by the Dean before it is submitted to EOS for review prior to publication of the advertisement.
- The EOS office may assist the Search Committee by providing names of organizations and publications that are specifically focused on reaching women and members of underrepresented groups.

Advertisement Plan

Advertisements for positions must be written by the Search Committee as part of the Hiring Plan and, therefore reviewed, and approved by the Department Chair and Dean before they can be submitted to EOS. The Advertisement Plan should include all the ads the department would like to post and should be approved by EOS before completing the job posting in STARS.

EOS will ensure the position described in the advertisement meets compliance and University standards. Positions must be identified according to college, title of the position, qualification requirements, and duties.

The advertisement will contain several elements. However, as advertisement content determines who can be interviewed and hired, draft qualifications carefully so they are not overly restrictive. Advertisements should include:

- the name of the position/rank
- the deadlines or closing dates, if applicable for the position
- the “Required Qualifications” and “Preferred Qualifications” with descriptions of the knowledge, skills, and abilities for the position (a generalized comment is preferable to citing a specific number of years)
- a detailed description of information candidates must submit
- advertisements can include a stand-alone paragraph for each rank
- advertisements for “open rank” positions must describe criteria for applying for each professorial rank
- a statement indicating whether candidates who have not completed their doctoral dissertation (ABDs) will be considered.

The following statements must be included in the advertisement in addition to the elements above:

- If one or more of the positions advertised includes tenure upon hire, the ad must include the statement “Tenure is contingent upon Board of Regents approval.”
- “Applicants who are selected for interviews must be able to show proof that they will be eligible and qualified to work in the United States by time of hire.”
- “UTSA is an Affirmative Action/Equal Opportunity Employer. Women, minorities, veterans, and individuals with disabilities are encouraged to apply.”

Upon final approval by EOS, the Hiring Plan will be returned to the department through the Dean to proceed with posting in STARS. Please ensure that the posting is live on the STARS website before ads are sent out to be published.

The committee should also consider the following items when developing the advertisement for their search:

- If a closing date is being used in the advertisement instead of a rolling deadline, applications received after the closing date cannot be reviewed.
- EOS recommends colleges use a bulk advertisement to list all faculty positions available in a college in a national (print) journal.

APPLICANT POOL PROCEDURES

The Search Committee is responsible for the following administrative requirements. Search Committee Chairs must work with administrative staff in their academic departments to ensure these procedures are accomplished.

- Department Chairs should ensure that a checklist is created to track administration of the search process. The checklist should provide continuity and detailed instructions for administrative staff to follow throughout the search process and “work the pool” in STARS.
- All applicants whose files are complete must receive full and consistent consideration by the Search Committee. If a position has a rolling deadline, the committee must continue to review all completed applications received until the offer has been signed.

INITIAL SCREENING & SHORT LIST PROCESS

Screening Process: Reviewing & Updating in STARS

After applications are reviewed in STARS and the committee has made a determination that an applicant will no longer be given consideration, the applicant pool must be “updated” in STARS to reflect the most recent action taken on each application. Once the application of the candidate is “updated,” the system will automatically send an email notifying the applicant that he/she is no longer being considered for the position.

The Search Committee Chair or Department Chair may contact a candidate to determine their interest for other positions for which they qualify. Documentation for this contact is required.

Screening Process: Interviews

- Telephone screening and video conferencing interviews can be used to screen applicants before creating the short list. The Search Committee must ask similar questions of each candidate interviewed by telephone or video conferencing. EOS **strongly recommends** that more than one member of the Search Committee be present for screening interviews.
- Preliminary contact with potential candidates may occur through recruitment efforts at academic and professional conferences. Interviews of potential candidates at conventions or professional conferences are considered part of the screening process and subject to guidelines in this manual. The purpose of meeting with candidates is to determine their credentials and talk about their research and teaching experience as well as to inform them about the University and the relevant department. Guidelines for meeting with candidates at conferences are as follows:
 - Contact should be limited to faculty members who have received prior Faculty Recruitment Training if a screening interview will be conducted. Networking conversations about a position do not require a faculty member to have current Faculty Recruitment Training.
 - Screening interviews can only be conducted for candidates who have submitted a completed application that has been reviewed by the Search Committee. If a candidate at a conference has not submitted a completed application, committee members should only provide information about the position. This is considered networking and is allowed.
 - Sessions with candidates may be prearranged through the association that is hosting the conference.
 - The interviewer conducting screening interviews must have a prepared list of questions and use consistency with respect to questions asked of all candidates. Questions asked of candidates at a conference should also be asked of candidates who were not screened at a conference.

Procedures for Developing the Short List of Candidates

- Search Committees will use checklists/matrices to evaluate and make written assessments of candidate applications.
- All Search Committee deliberations are confidential and discussions about applicant qualifications should not occur with individuals who are not members of the Search Committee. The Department Chair is responsible for the level of involvement he/she wants to provide to faculty members not on the Search Committee during the search process.

- Search Committees will develop a short list of the best-qualified applicants and make recommendations by memorandum for the Dean’s approval, through the Department Chair. All candidates selected for inclusion on the short list must be identified as “short listed” in STARS.
 - Assessments will be based on job-related criteria without regard to subjective judgments or impressions.
 - If approved by the Department Chair, after committee deliberations, the Search Committee may summarize qualifications of candidates included on the short list and provide that information to the general faculty in the department.
 - A minimum of two candidates must be included on the final short list submitted to the Dean and EOS unless the Dean approves an exception.
 - The Committee must list strengths and weaknesses for each candidate on the short list memorandum, and include vitas and credential files.
 - Candidates should not be ranked unless ranking of candidates is authorized by the Dean. Deans can indicate their own preference on how they want to receive input from Search Committees.

- The Search Committee should notify EOS to review the short list to verify diversity prior to finalizing their memorandum.

- The Department Chair will forward the short list to the Dean and EOS along with a supporting memorandum. In order to ensure that the short list of candidates reflects UTSA’s goals for faculty appointments, the Department Chair, upon consultation with the Search Committee Chair, may return the short list to the Search Committee for modification if the list does not reflect these goals.

- The Dean is the final approval authority for the short list and determines who will be interviewed.

- The Dean will review the recommendation of the committee and determine which candidates will be brought in for interviews.

- The Dean will return the short list to the Search Committee once he/she has selected who will be invited to campus for interviews. No interviews can be conducted prior to this approval.

- If the short list of candidates does not reflect UTSA’s goal for highly qualified and diverse faculty, the Dean may, upon consultation with the Department Chair and the Search Committee Chair, return the short list to the Search Committee for modification.

- After the short list is approved by the Dean, the Department Chair can grant access to the files of the candidates invited for interviews to faculty not on the Search Committee.
- Applicants on the short list should not be removed/updated in STARS until the offer has been accepted.

CAMPUS INTERVIEWS

The purpose of the campus interview is to seek job-related information for a fair evaluation of all candidates. At the conclusion of the search, the Search Committee Chair should collect and submit all interview notes to the Department Chair. Department Chairs are responsible for ensuring notes of interviews and relevant documents are kept in the recruitment file.

- Inviting candidates to campus for interviews may begin once the Dean has approved the short list.
- When inviting the candidates to campus for interviews, the Department Chair or his/her representative must inform each of the candidates that a Criminal Background Check (CBC) form must be completed as part of the interview process. All interviewees must fill out the CBC form. Only the form for the candidate selected for hire will be submitted for review. If a candidate objects to the CBC, inform the candidate a CBC is a requirement of employment and that they cannot be considered further unless they agree to complete the CBC form.
- Prior to the interviews, Search Committee members will develop a list of four to five standard questions that will be asked of all candidates. Additional questions asked of candidates can be spontaneous and unscripted as long as they pertain to job requirements. Questions are to be asked in a consistent manner for all candidates. Participation of all committee members is encouraged at each interview to enable a fair comparison and vote for all candidates interviewed.
- The Department Faculty Review Advisory Committee must review candidate files for positions with tenure and submit a recommendation to the Dean through the Department Chair. Full professors should be the only ones to evaluate candidates for full professor with tenure. This evaluation should take place once candidates have been selected from the short list for interviews and prior to campus interviews.
- It is preferred that all candidates be interviewed on campus. Telephone and video interviews may be conducted with prior approval of the Department Chair. The Search Committee must ask similar questions of each candidate

interviewed as those posed to candidates during on-campus interviews. EOS recommends that all members of the Search Committee be present for the interview.

- The Search Committee should develop plans for presenting the department, college and university in the best possible light:
 - All candidates should be offered the opportunity to meet with faculty members not on the Search Committee, students, and faculty members who belong to groups or organizations at the university that a candidate expresses an interest in during their interview. The candidate should also be given the opportunity to meet with a diverse group of faculty and students within the college.
 - The Department Chair should discuss job requirements as well as criteria for promotion and tenure at UTSA with the candidates.
 - All candidates should be provided with services and information that encourage them to view UTSA and San Antonio as attractive locations for them to work. Any approved expenses incurred for such purposes shall be reimbursed as part of the costs of the search, subject to budget and policy constraints.

- The department must schedule additional interviews for faculty hired with tenure. The Senior Vice Provost for Academic and Faculty Support will interview candidates being interviewed for positions at the Associate Professor with Tenure and Full Professor levels. The Provost will interview all candidates being considered for Endowed positions and Department Chairs through the faculty search process. Feedback from these interviews will be provided to the Dean in the colleges conducting the search.
 - The Department Chair must ensure that the vitas for all applicants scheduled for additional interviews are forwarded to the appropriate interviewer prior to their interview with the candidate.

RECOMMENDING THE FINAL CANDIDATE

- After all interviews, the Search Committee will meet and discuss the candidates who were interviewed. Included in the committee's discussion will be feedback from Department faculty.

- The Search Committee will meet with Department Chair to discuss a summary of strengths and weaknesses of the candidates who were interviewed and provide their hiring recommendations.

- The Department Chair may seek additional input through a departmental discussion. After reviewing the committee’s summary and departmental feedback, the Department Chair will provide the Dean with comments on each candidate and hiring recommendations.
- Upon consultation with the Department and Search Committee Chair, the Dean may indicate that none of the candidates are acceptable if, in his/her judgment, the leading candidates do not adequately meet UTSA’s goal of employing a highly qualified and diverse faculty. If no candidates are acceptable, the Dean shall determine whether to extend or close the search.
- Determining U.S. citizenship: The Department Chair should ascertain whether the candidate is a U.S. citizen and if not, instruct the administrative personnel handling the hire to contact the [UTSA Office of International Programs](#) **prior to preparing the job offer** to obtain guidance regarding procedures for hiring international candidates.
 - In the email requesting approval of the offer letter, please indicate to VPAFS that this is a non-U.S. citizen.
 - The hiring department will indicate to VPAFS that the Office of International Programs has been contacted on the Faculty Recruitment Checklist, as part of the Hiring Package.

EXTENDING OFFERS

- The Dean or his/her designee should contact the best qualified candidate, confirm the candidate is still receptive to an offer and discuss key issues, including salary, start-up funds, teaching responsibilities, moving expenses, etc. The Search Committee does not extend offers to candidates, approve selections, or negotiate terms of hire.
- Salary offers should be reviewed by the Department Chair and the Dean to ensure that the salary is within a reasonable range of salaries for faculty at the same level for which the candidate is being considered. Factors to be considered include: candidate’s record, candidate’s potential contribution to the department, and the candidate’s current position and salary (if appropriate). The Dean is responsible for ensuring that this review process is followed.
- VPAFS must approve all offer letters. Letters must include:
 - Rank
 - Salary
 - Teaching duties
 - Start-up funds and timelines for use
 - Relocation expenses

- Graduate student support (if any)
- Equipment
- Office and other support
- Notice regarding Federal Immigration Reform and Control Act

NOTE: The Dean retains a copy of offer letters with account numbers for all expenditures to ensure expenses do not exceed amounts allocated for recruitment. The Office of the Provost maintains a “Source of Funds Form” documenting the source of funds for all faculty hires.

- **The hiring department is responsible for all costs related to hiring an international scholar.** The department must ensure all required forms and associated documents for hiring an international candidate are completed and forwarded to appropriate authorities.
- ABDs can be offered a position if the advertisement indicates that this is possible. The following guidelines apply:
 - ABDs may apply, but preference will be given to candidates who have already finished their degree.
 - ABDs will start their appointments as Instructor (NTT) with a ten percent reduction in their negotiated academic rate. Upon completion of their degree, they will be appointed as tenure track faculty and their negotiated rate will be restored. This will occur in the long semester following completion of the degree.
 - ABDs should be granted no more than one year to finish their degree. If the ABD does not complete his/her degree within a year, a review of the appointment is required, and may result in the termination of employment.
- Departments are encouraged to assist in locating employment for spouses by providing information about positions at UTSA and in the local community.

HIRING PACKAGE

Hiring packages of original documents are submitted by the department through the Dean to the Provost for review prior to requesting a Letter of Appointment from the President to the candidate. All materials for the hiring packages should be assembled beginning **April 15, 2017** and sent to VPAFS.

If this deadline cannot be met, contact Jenny De Los Santos at ext. 2898 or Kevin McCollum at ext. 3106 or email vpafs@utsa.edu for guidance.

For the Recruitment and Hiring Package checklist and forms, go to:

CLOSED SEARCHES

If the department's faculty search is not successful and does not lead to the department hiring a candidate, or if the search process has not fully complied with the requirements of this policy, the Dean may **close** the search. The Department Chair should report closed searches to VPAFS and EOS.

FILE RETENTION

The Department must keep the entire search file for all candidates contacted for interviews for a minimum of three (3) years. The files for all other applicants will be retained in STARS. In the event that a search is challenged, the Department, Dean, and Provost offices will be notified and advised to retain the files for a longer period of time. Check with the Office of International Programs to verify retention periods for files if a foreign national is hired.

UTSA INCLUSIVE FACULTY RECRUITMENT TIPS

Identifying, recruiting, and retaining highly qualified, talented and diverse faculty for all academic fields is a primary university goal. The following best practices are provided to assist you as you carry out your duties as a search committee member to recruit faculty that are diverse and of high quality.

Before the Search

Create a diverse search committee consisting of men, women and members from underrepresented groups who can bring multiple perspectives to the committee; and who are fully committed to the institution's goal of recruiting highly qualified, diverse faculty members.

Be sure that a Diversity Access and Equity Advocate (DAEA) has been designated and is serving on your search committee. This was formerly known as the Affirmative Action Advocate.

Has the Dean or Department Chair shared previous department level annual hiring data on gender and race/ethnicity for tenure/tenure track faculty? It is important to know year to year how your department is doing.

Create a recruitment plan that ensures a comprehensive search emphasizing diversity and high quality throughout to include language of the ad and placement of ads in locations where underrepresented candidates will have more access to them.

It is important to have ongoing relationships with local and national underrepresented organizations and special interest groups as well as institutions that produce graduate students of color. These relationships can pay huge dividends when recruiting underrepresented scholars as personalization is key in achieving successful hires.

During the Search

Ensure that the position description is written in an inclusive manner so as to not exclude anyone from the onset.

Encourage all search committee members to reach out to high potential diverse candidates to encourage them to apply for open positions. Networking and hands on recruiting efforts can be very effective.

Cast a wide net to advertise; underrepresented groups and organizations, listservs, bulletin boards, professional networks, contacts, conferences, visiting diverse scholars who may have presented on campus, visit institutions that produce large numbers of underrepresented PhDs.

Emphasize creating a welcoming and inclusive environment for all faculty. Provide the opportunity for diverse candidates to meet with key groups and other diverse faculty on campus.

After the Search

Evaluate the search process; what went well during the search? What, if anything, could have been done better to enhance a more diverse outcome?

Follow up with the new hire to ensure successful onboarding and a smoother transition.

To provide support and value recently hired underrepresented faculty, consider sponsoring on and off campus events to showcase their research, teaching and service.

Sources:

Diverse Faculty Hiring at UTSA, 2014, Co-Chairs Diverse Faculty Hiring Committee

Diversifying the Faculty: A Guidebook for Search Committees, Caroline Turner, 2002, adapted by UW ADVANCE

Guide to Best Practices in Faculty Search and Hiring, Columbia University, Vice Provost for Faculty Diversity and Inclusion

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