

# UTSA

## FACULTY RECRUITMENT MANUAL

2010 - 2011



**University of Texas  
at  
San Antonio**

**Vice Provost for Academic  
and Faculty Support**

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# **Faculty Recruitment Training Manual**

**(Revised: 2010)**

## **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 an Affirmative Action Advocate (AAA) is instrumental to this commitment. This *Faculty Recruitment Manual*, developed jointly by the Office of Equal Opportunity Services and the Office of the Provost, provides guidance to ensure a fair and effective process is followed as you recruit colleagues to serve our diverse student population. Adhering to the recruitment guidelines outlined in this *Manual* affords protection to you, the candidates, and UTSA.

EEO guidelines as well as University processes and procedures must be followed during every faculty search. Failure to follow the processes outlined in this *Manual* may result in the closing of a search. This 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.

## **Faculty Recruitment Process and Diversity**

It is a University goal to identify, recruit, and retain highly qualified, talented, and diverse faculty for positions in all academic fields. The Office of the Vice Provost for Academic and Faculty Support (VPAFS) is responsible for developing and overseeing the faculty recruitment process. The Office of Equal Opportunity Services (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.

## **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 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.

As resources allow and upon Provost's approval, the Dean will 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.

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

## **Search Process**

### ***Participants in Search Process***

#### **Search Committees**

- Deans will appoint faculty Search Committee members based upon recommendations submitted by the Department Chair. Diversity should be taken into consideration when appointing members to a Search Committee.
- Department Chairs should appoint the chair of the Search Committee in consultation with the Committee.
- Search Committee members for a tenured or tenure track (T/TT) faculty position should be comprised of T/TT faculty. Exceptions are subject to approval by the Dean. Search Committees for non-tenure track (NTT) faculty positions may be composed of both T/TT and NTT faculty members.
- Search Committees 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 (FRT) if first-time appointees or if they have not attended training within the previous two years. The Office of the Vice Provost for Academic and Faculty Support will maintain records of participation in Faculty Recruitment Training.

- Search Committees are responsible for developing the Recruitment Plan and advertisement for the search.
- The Search Committee screens applicants, identifies leading candidates, and advises the Department Chair and the Dean concerning candidate qualifications and suitability for the position.
- The Search Committee does not extend offers to candidates, approve selections, or negotiate terms of hire.

### **Affirmative Action Advocates**

The Department Chair should contact the Dean to appoint an Affirmative Action Advocate (AAA) from a list of active advocates. The list of AAA's from each college should be updated by the Dean and provided to EOS at the start of each fiscal year. Advocates must be **tenured** faculty.

The Affirmative Action 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. Affirmative Action Advocates are required to attend Faculty Recruitment Training if they have not attended training within the previous two years.

Affirmative Action 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 process.
- Identify problems and discuss concerns with EOS or the Vice Provost for Academic and Faculty Support.
- Recommend halting a search if it is determined the guidelines have not been followed or that the process has been violated.

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 the Vice Provost for Academic and Faculty Support 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.

## **Deans and Department Chairs**

- Deans and Department Chairs are responsible for ensuring that Search Committee members, advocates, and administrative support staff receive Faculty Recruitment Training.
- Deans and Department Chairs are responsible for monitoring actions of Search Committees in their colleges to ensure that established guidelines are followed.
- The Search Committee Chair and Department Chair can solicit information to contact potential candidates for a position from faculty members in the department not on the Search Committee. The Search Committee Chair will coordinate contact with the identified candidates with the Department Chair. This can be done once the position has been posted.

## **Recruitment Plan**

The Search Committee will provide a Recruitment Plan and advertisement to the Chair, for review and approval by the Chair, Dean, and EOS. Approval of this plan will serve as authorization for placement of the ad and the beginning of subsequent search activities.

- The objective of the recruitment plan is to identify the Search Committee's administrative process for conducting the search, and the recruiting 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 can provide a template of a recruiting plan that can be used by all colleges and departments. EOS may also assist the Search Committee by providing names of organizations and publications that target women and members of underrepresented groups.

## **Advertisements**

Advertisements for positions must be written by the Search Committee as part of the Recruitment Plan and, therefore reviewed, and approved by the Department Chair and Dean before they can be submitted to EOS.

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 required 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 ABD’s will be considered.

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

- “Pending budget 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 advertisement will be assigned a Position Code and the Recruitment Plan and advertisement will be returned to the department through the Dean to proceed with publication.

Special issues to consider when developing your advertisement:

- If a closing date is being used in the advertisement instead of a rolling deadline, applications received after the closing date cannot be reviewed.
- Search Committees are required provide a copy of the advertisement posted for a search if they hire a foreign national. A copy of the advertisement is required as part of the documentation for permanent residency filings. If the advertisement is posted in a **Professional National (print) Journal** an original copy of the advertisement will suffice. If the advertisement is only placed on a web-based journal/publication a printout of the advertisement will suffice. The original advertisement or printout must contain the name and date of the publication. *If you have any questions regarding special handling procedures, contact Esther Del Toro with the Office of International Programs — International Faculty and Scholar Services at 458-7201 or via e-mail at [esther.deltoro@utsa.edu](mailto:esther.deltoro@utsa.edu).*

- EOS recommends Colleges use a bulk advertisement to list all faculty positions available in a College in a national (print) journal. In the bulk advertisement, EOS recommends that Colleges use a condensed job title, duties, and requirement statement for each position listed in the advertisement. If a College uses a bulk advertisement they must provide instructions for applicants to review the complete advertisement for each position included in the advertisement on the College/Department web site.
- Departments must submit and receive EOS approval for both the bulk advertisement and the complete individual advertisement posted on the College/Department Web site. EOS will provide approved templates for an advertisement upon request.

### **Applicant Pool Procedures**

Either the Search Committee or the administrative staff of the academic departments may handle the following administrative requirements.

1. 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.
2. Once the department starts receiving applications, each application must be date-stamped on the date it is received and applicants must be notified in writing of receipt of their application and support materials.
3. The Department is required to e-mail an Applicant Confidential Data Form to the applicant upon receipt of their application. If the applicant does not provide an e-mail address, contact EOS for a mail-back copy of the data form. The Applicant Confidential Data Form should be returned via e-mail to EOS at **eos.office@utsa.edu**. Applicants should be encouraged to complete and return the forms for data analysis and statistical reporting.
4. Applicants who have not submitted all required documentation requested in the advertisement must be contacted immediately and informed of their incomplete application. The Search Committee should develop a form letter containing a check list based on the advertisement for notifying applicants that something is missing from their applications. Application packets cannot be reviewed by the Search Committee until the applicant submits all required documentation specified in the advertisement. All contacts with the applicant must be documented. Dated e-mail is acceptable.
5. 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 position is filled.
6. The Faculty Applicant Pool form must be completed (listing the names of all applicants who have applied by that date). The form must be signed by the Search Chair or an appointed representative and reviewed by the Dean who submits it to EOS for certification. EOS will

return the certified applicant pool form to the Dean. The Committee does not have to wait for EOS to certify the applicant pool to review applicant files.

Candidates must be placed in the pool(s) for which they have specifically applied. The Search Committee may contact a candidate to determine their interest for other positions for which they qualify and did not indicate. Documentation for this contact is required. The Committee may begin reviewing applicant files once they are complete.

7. EOS will enter ethnicity and gender data on the Faculty Applicant Pool form from information provided by applicants on the Applicant Confidential Data Form and a review of the Applicant Pool form. EOS will use national availability statistics to determine whether to certify or not certify the pool.

After EOS certifies the Faculty Applicant Pool form it will be returned to the Dean's office. If the pool is not certified, EOS may retain the form and communicate recommendations to the Dean and Search Committee Chair for further action. Upon EOS's receipt of written documentation from the Search Committee Chair regarding results based on EOS's recommendations, EOS will make a determination regarding certifying the pool.

8. The Search Chair must ensure that amended applicant pool forms are submitted to EOS and to the Department Chair when information on the applicant pool form has changed. As a general guideline, amended pools should not be submitted to EOS unless there are ten or more names or two weeks after submission of a previous pool. Amended pools should be dated and identified as an amended pool.

### **Initial Screening and Short List Process**

1. After applications have been reviewed and the Committee has made a determination that an applicant will no longer be given consideration during the search, the Search Committee/ Department shall send the applicant a "Letter of Regret" informing the applicant that they are no longer being considered for the position.
2. Interviews during Screening Process
  - 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 FRT training by EOS.
- Sessions with candidates may be prearranged through the association that is hosting the conference.
- The interviewer 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.
- Screening interviews can only be conducted on 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.

### 3. Procedures for Developing the Short List of Candidates

- 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.
- All candidates selected for inclusion on the short list must be listed on an EOS-certified applicant pool prior to submission of the short list.
- Search Committees will use checklists and make written assessments of candidates.
- 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. As all candidates selected for inclusion on the short list must be listed on an EOS-certified applicant pool prior to submission of the short list, a copy of the short list must also be forwarded to EOS for review.
  - Assessments will be based on job-related criteria without regard to subjective judgments or impressions.
  - If approved by the Department Chair, after 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, 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 Department Chair will forward the short list to the Dean along with a supporting memorandum. The Department Chair can add candidates to the short list, but he/she cannot remove candidates selected by the Search Committee.
- The Dean is the final approval authority for the short list and determining interview selections.
  - 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.
  - The Dean may amend the short list in consultation with the Department Chair. However, the Dean cannot add candidates to the short list unless they have applied for the position.
- After the short list is approved, faculty in the department can access the files of the candidates invited for interviews.

### **Candidate 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.

1. Interviews may begin when the short list has been approved by the Dean and reviewed by EOS.
2. When inviting the candidates to campus for interviews, the Department Chair or his representative must inform each of the candidates that a Criminal Background Check (CBC) form must be completed as part of the interview process. All applicants must complete the form. Only the form for the candidate selected for hire will be submitted for approval. 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.

3. 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.
4. 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.
5. It is preferred that all candidates be interviewed on campus. Telephone and web-cast interviews can 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 all members of the Search Committee be present for the interview.
6. 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 on campus that a candidate expresses an interest in during their interview.
  - 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.
  - Candidates should be given the opportunity to interact with the department's faculty in multiple venues.
7. The Vice Provost for Academic and Faculty Support will also interview candidates being interviewed for positions at the Associate Professor level with tenure. The Executive Vice Provost will interview Full Professor candidates. The Provost will interview all candidates offered Endowed positions and Department Chairs if there is an external search for a chair. Feedback from these interviews will be provided to the Dean in the colleges conducting the search.

## Recommending the Final Candidate

1. 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.
2. The Search Committee will communicate to the Department Chair a summary of strengths and weaknesses of the candidates who were interviewed and recommended hiring options. 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.

## Extending Offers

1. The Dean or his or her designate should contact the best qualified candidate, confirm the candidate is still receptive to an offer discuss key issues, including salary, start-up funds, teaching responsibilities, moving expenses, etc.
2. The Office of the Provost must approve all preliminary letters of offer. 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

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.

2. In the recruitment of faculty who are not U.S. citizens, the hiring department should contact the International Programs Office prior to preparing the job offer to obtain guidance regarding procedures for hiring international candidates.
3. The hiring department is responsible for all costs related to hiring an international scholar. The department must insure all required forms and associated documents for hiring an international candidate are completed and forwarded to appropriate authorities.
4. ABD's 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.
  - ABD's will start their appointments as Lecturer III (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 ADB does not complete his/her degree within a year, a review of the appointment is required, and may result in the termination of employment.
5. Departments are encouraged to assist in locating employment for spouses by providing information about positions at UTSA and in the local community.

### Closed Searches

The Provost's Office and EOS must be notified when a search is closed without a hire.

### 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.

Recruitment Plan Timeline

August	Form Search Committee and appoint chair; finalize advertisement
September	Training by VPAFS/EOS; place advertisement; send letters soliciting nominations
October 15-30	Soft closing date; review applicants; develop short list of candidates
November 1-15	Phone/video interviews (optional); extend soft deadline (if needed)
December, January	On-campus interviews with candidates on short list
February	Select best candidate; submit CBC for approval; work with Dean to develop startup package; negotiate offer
March	Finalize appointment and begin assembling Recruitment Package (transcripts, reference letters, etc.)
April – August	Prepare office and/or research space for new faculty member
July, August	Assist faculty member with transition to UTSA
August	New faculty orientation

## **RECRUITMENT PACKAGE**

Recruitment 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 recruitment packages should be assembled by May 15, 2011, and sent to the Provost. If this deadline cannot be met, contact Bennie Keckler @ 4967 for guidance.

## **FILE RETENTION**

The Department must keep the entire search file for a minimum of three (3) years. 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 International Programs Office to verify retention periods for files if a foreign national is hired.

**\*\* The Faculty Appointment section of the Faculty Recruitment Manual has been removed from this manual and can be found at the Vice Provost for Academic and Faculty Support website at <http://provost.utsa.edu/vpafs/>**