UTSA Faculty Recruitment

Hiring Top-Tier Faculty for a Top-Tier University

revised for 2016-2017
OVERVIEW

- Faculty Recruitment at UTSA
- Responsibilities of Key Players
- Process and Procedures
- Timeline
- Diversity
- STARS
- Questions
Faculty Recruitment at UTSA
• UTSA is committed to identifying, recruiting, and retaining highly qualified, talented, and diverse faculty for all academic areas.

• The Faculty Recruitment Process is designed to be a collaborative process resulting in the best qualified candidate for a position.
This training covers the process and policies outlined in the Faculty Recruitment Manual for Tenured/Tenure Track (T/TT) faculty searches.

Failure to follow the processes and procedures outlined in the manual may result in the closing of a search.

Note: Non-Tenure Track (NTT) and Special Opportunity Hires follow a different process.
• The Office of the Senior Vice Provost for Academic & Faculty Support (VPAFS) oversees the faculty recruitment process.

• The Office of Equal Opportunity Services (EOS) ensures that the faculty recruitment process is in compliance with search procedures, university policies, and federal diversity access and equity requirements.
• UTSA has a highly diverse student population.

• It is important to strive for a diverse, qualified, and talented faculty population.

• Recruiting a diverse applicant pool takes the following efforts:
  • Communicating to a broad and diverse range of qualified candidates
  • Developing strategies to attract qualified women and members of underrepresented groups
Role & Responsibilities of Key Players
RESPONSIBILITIES OF KEY PLAYERS

Key Players:

• Deans
• Department Chairs
• Search Committee Members
• Diversity Access and Equity Advocates
RESPONSIBILITIES OF KEY PLAYERS: DEANS

Deans

- Maintain list of Diversity Access and Equity Advocates (Advocates) for college and provide to EOS at the start of each fiscal year.

- Based on resources and Provost’s approval, provide Department Chairs with written authorization to initiate searches.

- Review and approve recommendations from Department Chair for Search Committee members/chair. Work with Department Chair to appoint Advocate to committee.
RESPONSIBILITIES OF KEY PLAYERS: DEANS

- Review and approve Hiring Plan before it goes to EOS.
- Receive and consider hiring recommendations from Department Chair.
- With Department Chair, determine that the salary offer is fully justified given other salaries for similar faculty in the department.
- Contacts top candidate to make official offer (or assigns designee to do so)
RESPONSIBILITIES OF KEY PLAYERS: DEANS

• Close a search at any point if it has not produced qualified and diverse candidates or if the process has not fully complied with recruitment policy.

• Submit a report to the Provost at conclusion of recruitment efforts summarizing college’s success in meeting UTSA faculty hiring goals.
RESPONSIBILITIES OF KEY PLAYERS: CHAIRS

Department Chairs

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

- Appoint Search Committee Chair with approval from Dean.

- Review diversity issues identified by Dean with Search Committee Chair.
RESPONSIBILITIES OF KEY PLAYERS: CHAIRS

• Solicit faculty members in department (outside of Search Committee) for information on potential candidates to contact. All candidates must apply via STARS.

• Review the Search Committee’s recommendations of most qualified candidates.

• Request input from all department faculty regarding the most qualified candidates in applicant pool.
RESPONSIBILITIES OF KEY PLAYERS: CHAIRS

• Ensure top candidates reflect UTSA’s goal for faculty appointments. Share recommendations with the Dean.

• Along with Dean, determine that the salary offer is fully justified given other salaries for similar faculty in the department.

• Submit Hiring Package through the Dean to VPAFS.

• Retain search files for each faculty search in department office (3 year retention).
**Search Committee**

- Made up of a minimum of three (3) T/TT faculty and an Advocate
- May include faculty or subject matter experts from other institutions, with Dean’s approval
- Members must attend Faculty Recruitment Training if participating on a search committee for first time or if s/he has not attended training within past two (2) years
RESPONSIBILITIES OF KEY PLAYERS: COMMITTEE

• Develops Hiring Plan
• Screens applicants, identifies top candidates, advises Department Chair of candidate qualifications and suitability for position
• Develops and submits a short list of candidates to Department Chair
• Interviews candidates on short list
• Submits review of candidates and hiring recommendations to Department Chair
Diversity Access and Equity Advocate

*formerly Affirmative Action Advocate*

- Must be tenured faculty who have strong commitment to increasing quality and diversity among faculty
- Serve terms no longer than two (2) consecutive years.
- Non-voting members of Search Committee
RESPONSIBILITIES OF KEY PLAYERS: ADVOCATES

- Attend all Search Committee meetings, candidate interviews, and official committee deliberations regarding candidates
- Provide oversight of faculty recruitment process and policies
- Ensure fair and equal treatment for all candidates
- Identify problems and discuss concerns with EOS or VPAFS
RESPONSIBILITIES OF KEY PLAYERS: ADVOCATES

- Discuss goals for faculty appointments (including college and department’s diversity goals) with Search Committee Chair.
- Recommend halting a search if the guidelines or process are not followed.
- Provide 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.
Process & Procedures
PROCESS & PROCEDURES

Hiring Plan

• Recruitment Plan
  • Objective: To identify the efforts the committee will employ to obtain a broad and diverse pool of candidates
  • Must include a schedule with benchmarks to ensure Provost’s hiring deadline is met

• Advertisement Plan
  • Includes all ads the department would like to post
• Advertisement Plan (continued)
  • Must include a set of required information (see manual)
  • If a closing date is noted in ad, applications received after closing date cannot be reviewed.

Note: Hiring Plan must be approved by EOS before the position is posted in STARS. Position must be live in STARS before ads are sent out.
Applicant Pool Procedures

• Department Chairs should ensure a checklist is created to keep the administrative process on track.

• All applicants whose files are complete must receive full and consistent consideration. If a position has a rolling deadline, committee must continue to review all completed applications received until the offer has been signed.
Initial Screening and Short List Processes

• For candidates that are no longer under consideration, the applicant pool must be “updated” in STARS. The system will send a notification to these candidates that they are no longer being considered for the position.

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

Initial Screening Process

- **Interviews**
  - Phone/video interviews can be used to screen applicants before creating short list.
  - Ask same questions to each applicant
  - Strongly recommended that more than one (1) search committee member is present

Note: It is important to “update” the pool in STARS throughout the process.
Initial Screening Process

• Recruitment/Interviews at Conferences
  • Interviews at conferences are considered part of screening process and must follow guidelines.
  • Interviews with applicants must be conducted by faculty who have received Faculty Recruitment Training.
  • Only applicants who have submitted a completed application and reviewed by search committee can be interviewed at conferences.
Initial Screening Process (cont’d)

- Recruitment/Interviews at Conferences
  - Screening interview questions must be the same for all applicants, at conference or not.
  - Networking conversations about a position can be held by faculty who have not received Faculty Recruitment Training.
  - A networking conversation provides information about the open position to potential applicants.
Developing the Short List

- Checklists/matrices should be used to evaluate and make written assessments of applicants.
- Deliberations are confidential and discussion about applicants should not occur outside of search committee.
- Search Committee Chair must notify EOS to verify diversity prior to finalizing short list.
Developing the Short List (cont’d)

• Search committee develops a short list of best-qualified applicants and makes recommendations by memorandum for the Dean’s approval, through the Department Chair.

  • Must include a minimum of two (2) candidates unless Dean approves an exception

  • Assessments must be based on job-related criteria and not subjective judgments or impressions.
Developing the Short List (cont’d)

• Strengths and weaknesses must be listed for each candidate on short list along with vitas and credential files.

• Short list candidates should not be ranked unless ranking is authorized by the Dean.

• If approved by Department Chair, the committee may summarize qualifications of candidates on short list and provide that information to the general faculty in the department.
Developing the Short List (cont’d)

- Department Chair forwards short list and supporting memo to Dean and EOS. If short list does not reflect UTSA’s goals for faculty appointments, Chair may return short list to committee for modification.

- Dean is final approval authority for short list and determines who will be brought in for campus interviews. Dean may send short list back to committee if it lacks quality/diversity.
Developing the Short List (cont’d)

- After short list is approved by Dean, Department Chair can share candidate files with faculty outside of search committee.
PROCESS & PROCEDURES

Campus Interviews

• Inviting candidates to campus for interviews may begin once short list has been approved by Dean.

• All candidates must fill out a Criminal Background Check (CBC) form. Only the form for the candidate selected will be submitted for review.

• Prior to interviews, search committee develops 4-5 questions to ask all candidates. Beyond standard questions, additional spontaneous questions pertaining to job requirements can be asked.
• DFRAC must review candidate files for positions with tenure and submit a recommendation to Dean through Department Chair prior to campus interview.

• It is preferred that all candidates be interviewed on campus and that all search committee members participate in all interviews.

• Search committee should arrange to present the department, college and university in best possible light.
• Candidates should have opportunity to meet with students as well as faculty not on search committee, particularly female faculty and faculty from under-represented groups.

• Department must schedule additional interviews for faculty hired with tenure.
  • Senior Vice Provost for Academic & Faculty Support interviews candidates for Associate Professor with Tenure and Full Professor
  • Provost interviews candidates offered Endowed positions and Department Chairs.
PROCESS & PROCEDURES

Recommending the Final Candidate

• After all interviews, search committee discusses. Department faculty feedback should be included.

• Committee meets with Department Chair to summarize strengths/weaknesses of each candidate and provides hiring recommendations.

• Department Chair may seek additional input through departmental discussion.
• Department Chair shares hiring recommendations with Dean.

• If Dean determines none of the candidates are acceptable or meets UTSA’s goals, s/he may extend or close search.

• If top candidate is not a U.S. citizen, the hiring department should contact International Programs office prior to preparing the job offer for guidance on hiring procedures for international candidates.

Note: The hiring department is responsible for all costs related to hiring an international scholar.
PROCESS & PROCEDURES

• Hiring department prepares Offer Letter and sends to VPAFS for approval. Let VPAFS know if candidate is non-U.S. citizen and confirm that the International Programs office has already been contacted.

• Offer Letter includes:
  - Rank
  - Salary
  - Teaching duties
  - Start-up funds & timelines for use
  - Relocation expenses
  - Graduate student support (if any)
  - Equipment
  - Office and other support
  - Notice regarding Federal Immigration Reform and Control Act
Extending Offers

• Chair and Dean must determine that the salary offer is fully justified given other salaries for similar faculty in the department.

• Dean or his/her designee contacts top candidate to confirm interest in offer and discuss hiring package.

• VPAFS must approve offer letter

• Once offer letter is approved, the Hiring Package must be assembled and submitted to VPAFS starting April 15, 2017 for review by the Provost.
PROCESS & PROCEDURES

Closing a Search

• Dean may close a search if it is not successful and does not lead to the hiring of a candidate or if the search process has not fully complied with the faculty recruitment policy. Closed searches must be reported to the Office of the Provost and EOS by the Department Chair.
File Retention

- Hiring 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.
Timeline
# RECRUITMENT PLAN TIMELINE

<table>
<thead>
<tr>
<th>Month</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>Search Committee formed; advertisement finalized</td>
</tr>
<tr>
<td>Aug. – Sept. 30</td>
<td>Training by VPAFS/EOS; complete Hiring Plan; send letters soliciting nominations; complete job posting in STARS</td>
</tr>
<tr>
<td>Oct. 1 – 15</td>
<td>Soft closing date; review applicants; develop short list</td>
</tr>
<tr>
<td>Oct. 15 – 31</td>
<td>Phone/video interviews (optional); extend soft deadline (if needed)</td>
</tr>
<tr>
<td>Nov. – Dec.</td>
<td>On-campus interviews with candidates on short list</td>
</tr>
<tr>
<td>January</td>
<td>Select top candidate; submit CBC; develop startup package; negotiate offer</td>
</tr>
<tr>
<td>Mar. 1</td>
<td>Offer letter given to and signed by candidate</td>
</tr>
<tr>
<td>Mar. – July</td>
<td>Prepare office and/or research space for new faculty member</td>
</tr>
<tr>
<td>Jun. – Aug.</td>
<td>Assist new faculty member with transition to UTSA</td>
</tr>
<tr>
<td>Aug.</td>
<td>New Faculty Orientation</td>
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Diversity
“Change starts at the top. We need administrators, campus leaders and faculty whom women and minority students can look to as role models and mentors and who better understand the students they’re serving and where they’re from.”

- Chancellor William H. McRaven

“UTSA embraces and values diversity among all of its students, faculty and staff.”

- Dr. Ricardo Romo
DIVERSITY

What does it mean to have a diverse faculty?

- Faculty of outstanding scholars/teachers who are diverse in their gender, race, ethnicity, background, work and life experiences

Benefits of a diverse faculty?

- Diverse faculty enrich our inclusive community and prepare students to be successful in the global workforce.

- Diverse faculty contribute to our diverse students’ sense of belonging on campus.
Recruiting Diverse Candidates

• Build a diverse committee
• Ensure each search has a Diversity Access & Equity Advocate (to provide affirmation to Provost)
• Develop a shared understanding of what diversity and excellence means for a particular search
• Search broadly and inclusively for diverse candidates
• Make personal contact with potential applicants, communicate with organizations and people who can refer you to potential applicants
• Be aware of inappropriate filtering of qualified candidates
# Diversity

## Tenured/Tenure Track Faculty Members by Ethnicity

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<tr>
<th></th>
<th>Fall 2011</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Student Pop. Fall 2015</th>
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<td>1</td>
<td>0</td>
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<td></td>
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<td>0%</td>
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<tr>
<td><strong>International</strong></td>
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<td>3%</td>
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<tr>
<td><strong>Total</strong></td>
<td>614</td>
<td>588</td>
<td>622</td>
<td>638</td>
<td>643</td>
<td>28,787</td>
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<tr>
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Source: UTSA Office of Institutional Research
## U.S., Texas and San Antonio Population by Ethnicity

### 2010 Census Data

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<tr>
<th>Ethnicity</th>
<th>U.S.</th>
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<th>SA</th>
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<td>Black or African-American</td>
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<tr>
<td>Hispanic</td>
<td>16%</td>
<td>38%</td>
<td>63%</td>
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<tr>
<td>Asian</td>
<td>5%</td>
<td>4%</td>
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<tr>
<td>Two or More Races</td>
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<td>3%</td>
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</table>

Source: U.S. Census Bureau, 2010 Census
# Diversity

## Tenured/Tenure Track Faculty Members by Gender

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<th>Fall 2013</th>
<th>Fall 2014</th>
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<tbody>
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</table>

Source: UTSA Office of Institutional Research
Summary of Sagaria Article on Filtering in Administrative Searches
Overseeing Search Committees

- Faculty Recruitment Manual just discussed covers procedures and requirements for faculty searches.
- Committee’s role important and improves with experience.
- Committee work can be strengthened through lessons learned in research.
- Sagaria article makes abstract issues more concrete:
  - Study conducted at Ohio state on executive searches
  - Research was published in premier higher education journal, the *Journal of Higher Education*
  - Identifies problematic practice in searches and creates vocabulary for discussing it; namely, filter types.
Inappropriate Filtering Occurred

- 147 administrative searches in sample
- Qualitative methodology (data collected from interviews with search chairs, applicants; and from document review from searches)
- All searches found to comply with institutional policy
- Four filtering practices found in university searches:
  - Normative
  - Valuative
  - Personal
  - Debasement
  - “Bonus” criteria – bonus becomes a standard measure, sometimes superseding normative criteria
Implications for Committee Members

- Understand these filtering practices, how they can occur and why
- Use Sagaria’s filtering terms as concepts in committee deliberations
- Guard against inappropriate filtering since it gets in the way of program and institutional goals
- Chairs receive a proposed short list of candidates to invite to campus, with information on strengths and weaknesses of each, and are responsible for actions
Current User: Log in to STARS at https://jobs.utsa.edu/hr

“Single Sign-On”-Use your UTSA Network ID

New User: Send the following to HR to request an account
Name
Network ID (i.e. ABC123)
Empl. ID
Department ID(s)
User Groups (e.g. Hiring Manager, Admin Asst, etc…)
• Select the appropriate position type

• Create from that position type or previous posting (if available)
STARS Process & Procedures

• Posting Details
  • Education and experience requirements; job duties; special notes to applicants; position type; benefits eligibility; compensation

• Supplemental Questions
  • Questions that address the minimum qualifications of your applicants
    • Applicant pool management

• Documents Needed to Apply
  • Required and optional documents applicants submit to complete application process

• Guest User
  • Allows non-STARS user to access/view applications

• Internal Posting Documents
  • Documents that route with posting through approval process
STARS Process & Procedures

• Search Committee Members (SCM)
  • Guest user “plus”
  • Works with Evaluative Criteria
  • Notification to SCM upon HR approval

• Evaluative Criteria
  • Evaluate applicants through STARS
  • Search chair access to all evaluations
• Reference Collection
  • Optional selection on settings page
  • Allows automated notification and receipt of reference documents
Reference Collection (cont’d)

- Min. and Max. number of references
- Deadline for response
- Personalize message to reference provider
Approval Workflow

Tenure/Tenure Track STARS Process

Dean provides written approval to initiate search → Hiring department/Administrative staff creates DKRST posting: Attach recruitment plan → Hiring Manager/Department Chair routes posting for approval to "Dean" approver → Dean Approves? → Yes → Dean Approver routes posting to EOS Office → EOS Approves? → Yes → Posting routes to HR for review and posting → No → Deans returns posting to Hiring Department for modifications → Hiring Manager/Department Chair approaches for modifications → Routes back to Hiring Manager and/or Dean for modifications → No → Return to Admin Assistant (move to Admin Assistant)
STARS Process & Procedures

• Job requisition routes through STARS to HR
  • HR discussion of key points on posting with hiring department
  • Final approval from hiring department

• Job requisition is posted by HR

• Applications received through STARS
  • Application date recorded in STARS
  • Automatic email notification to applicant of receipt by department

• Search committee reviews applications

• Committee develops “Long List”
  • Update applicant pool in STARS
  • Conduct initial screening interviews

• Committee develops “Short List”
  • Update applicant pool in STARS
  • Conduct on campus interviews
Requirements for Interviewing Veterans (SB805)

*If interviewing 6 applicants or less...*
  
  Have qualified, Veteran Preference Eligible in pool
  
  One (1) applicant eligible for preference must be interviewed

*If interviewing more than 6 applicants...*

  Have qualified, Veteran Preference Eligible in pool
  
  20% of applicants interviewed must be preference eligible

Note: If the **qualified applicant pool** does not consist of any individuals who meet Veteran’s Preference Eligibility, there is no requirement.
• Work or “update” the Applicant Pool throughout the hiring process
  • This ensures timeliness of any system notifications, status updates for committee and candidates upon request

• Applicant Reviewer listed on the job posting is responsible for moving the applicants through the various workflow states in the applicant pool

More about STARS at
http://www.utsa.edu/hr/HRToolkit.html#7
Finalize Process in STARS

• Finalist selected

• Applicant pool fully worked to “finalist” and “not hired” workflow states

• Department submits hiring documents to HR
  • Faculty Contract Form

• HR closes out STARS and completes the following:
  • Moves finalist to hired
  • Moves posting to filled

• Recruitment process in STARS is complete
CONTACT

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