

# UTSA Faculty Recruitment

*Hiring Top-Tier Faculty for a Top-Tier University*

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# OVERVIEW

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- **Process & Procedures**
- **Diversity**
- **Filtering in Searches**
- **Case Study**

# Process & Procedures

# PROCESS & PROCEDURES

## Department Chair's Role & Responsibilities

- Responsible for monitoring actions of Search Committees to ensure that guidelines are followed.
- **Initiate Search Process**
  - Upon receiving written approval from Dean, initiate search by submitting Search Committee member/chair recommendations to Dean.

## PROCESS & PROCEDURES

- **Appoint Search Committee Chair** with approval from Dean.
  - Review diversity issues identified by Dean with Search Committee Chair.
- **Assist with recruiting potential candidates.** Solicit faculty members in department (outside of Search Committee) for information on potential candidates to contact. All candidates must apply via STARS.

# PROCESS & PROCEDURES

- **Participate in Initial Screening Process**
  - Ensure that a checklist is created to keep the administrative process on track.
  - The Department Chair or Search Committee Chair may contact an applicant who has been rejected by the Search Committee to determine their interest for other positions for which they qualify. Documentation of this communication is required.

# PROCESS & PROCEDURES

- **Participate in the Short List Process**
  - Ensure that checklists/matrices are used to evaluate and make written assessments of applicants.
  - Review Search Committee's recommendations of most qualified candidates.
  - Ensure top candidates reflect UTSA's goal for faculty appointments. If short list does not reflect goals, Chair may return short list to committee for modification.

## PROCESS & PROCEDURES

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- Once you approve short list, share list and supporting memo with Dean and EOS.
- After short list is approved by Dean and verified for diversity by EOS, Department Chair can share candidate files with faculty outside of search committee and request feedback.



# PROCESS & PROCEDURES

- **Participation in Campus Interviews**
  - Short list must be approved by Dean before candidates are invited to campus for interviews.
  - Ensure that DFRAC reviews candidate files for positions with tenure and submits a recommendation to Dean prior to campus interviews.
  - Discuss job requirements as well as criteria for promotion and tenure at UTSA with candidates.

# PROCESS & PROCEDURES

- **Participate in Recommending Final Candidate**
  - Meet with Search Committee to summarize strengths/weaknesses of each candidate and provide hiring recommendations.
  - Seek additional input through departmental discussion (if desired).
  - Share hiring recommendations with Dean.
  - Ensure that Office of International Programs is contacted prior to preparing job offer if top candidate is not a U.S. citizen.

# PROCESS & PROCEDURES

- **Participate in Extending Offers**
  - Along with Dean, 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 an offer and to discuss items in hiring package.
  - Ensure that Hiring Package is submitted through the Dean's office to VPAFS.

## PROCESS & PROCEDURES

- **Report searches that have been closed** to VPAFS and EOS.
- **Retain search files** for each faculty search in department office based on retention schedule (3 years).

# Diversity

## DIVERSITY

***“Diversity is a very important issue, especially at the department chair level as they also serve as role models.”***

- Dr. Mauli Agrawal

***“In order to reflect the community we serve, we will emphasize increasing the diversity of our leadership and faculty.”***

Dr. Taylor Eighmy

# DIVERSITY

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**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

# DIVERSITY

## What are the benefits of having a diverse faculty?

- Diversity enriches the education, mentoring, and support students receive, expands and strengthens the curriculum and enhances research programs
- Diverse faculty enrich our inclusive community and prepare students to be successful in the global workforce



# RECRUITING DIVERSE CANDIDATES

- Share previous department level hiring data
- Build a diverse committee
- Ensure each search has a Diversity Access & Equity Advocate
- 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/people who can refer you to potential applicants
- Be aware of bias in the screening process
- Create opportunities for candidates to meet with UTSA faculty, staff or community members of similar backgrounds

# DIVERSITY

## Tenured/Tenure Track Faculty Members by Ethnicity

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
<b>White</b>	360 59%	337 57%	357 57%	349 55%	345 54%	336 52%
<b>Black or African-American</b>	23 4%	21 4%	24 4%	25 4%	28 4%	27 4%
<b>Hispanic</b>	101 16%	94 16%	99 16%	95 15%	97 15%	101 16%
<b>Asian</b>	112 18%	103 18%	104 17%	107 17%	108 17%	111 17%
<b>American Indian or Alaskan Native</b>	5 1%	5 1%	4 1%	8 1%	8 1%	4 1%
<b>Two or More Races</b>	4 1%	3 1%	1 0%	0 0%	0 0%	1 0%
<b>International</b>	9 1%	25 4%	32 5%	37 6%	37 6%	41 6%
<b>Unknown or Not Reported</b>	0 0%	0 0%	1 0%	17 3%	20 3%	24 4%
<b>Native Hawaiian or Other Pacific Islander</b>	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
<b>Total</b>	614 100%	588 100%	622 100%	638 100%	643 100%	645 100%

# DIVERSITY

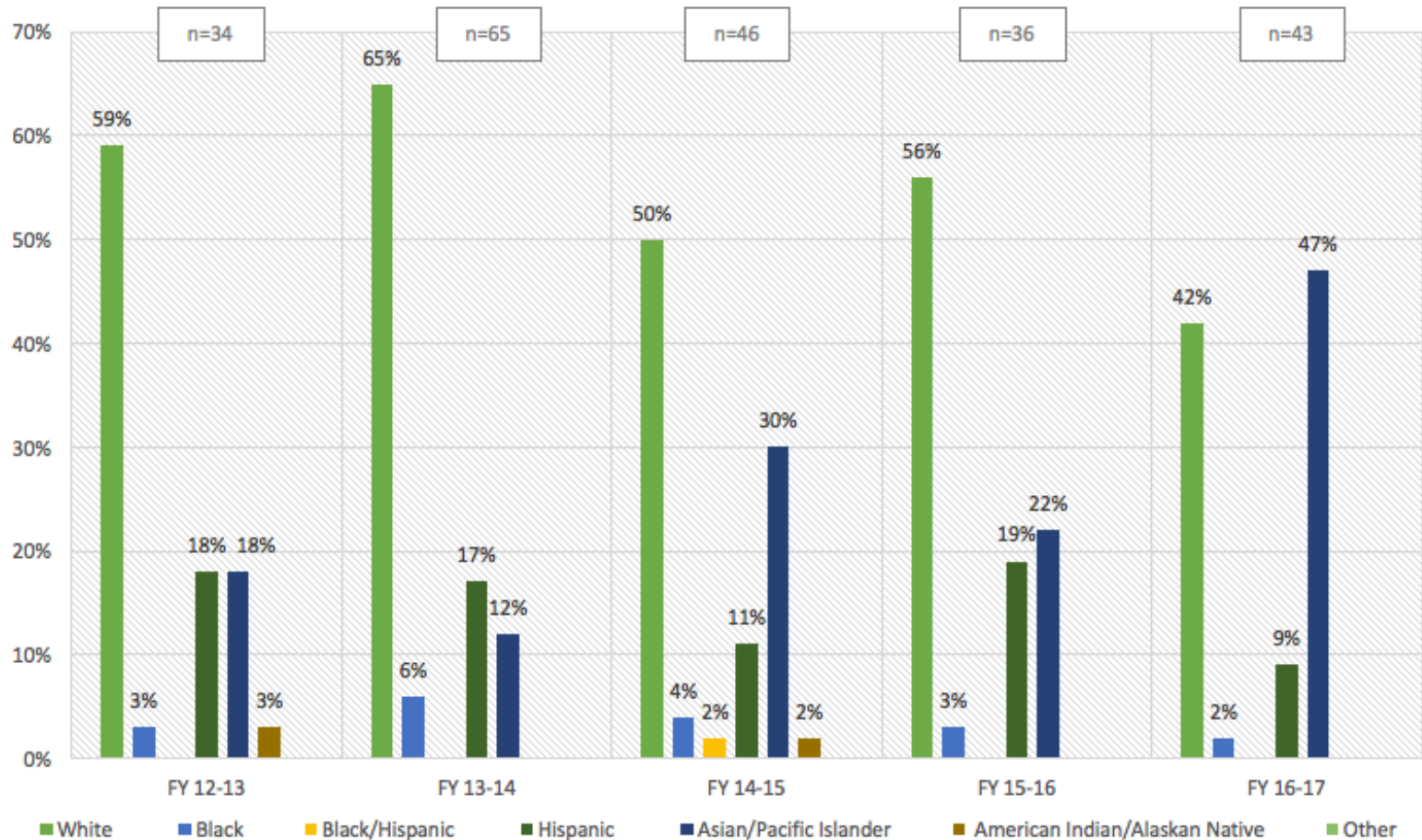
## Tenured/Tenure Track Faculty Members by Gender

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Female	205 33%	191 32%	203 33%	214 34%	215 33%	205 32%
Male	409 67%	397 68%	419 67%	424 66%	428 67%	440 68%
Total	614 100%	588 100%	622 100%	638 100%	643 100%	645 100%

Data provided by the UTSA Office of Institutional Research

# DIVERSITY

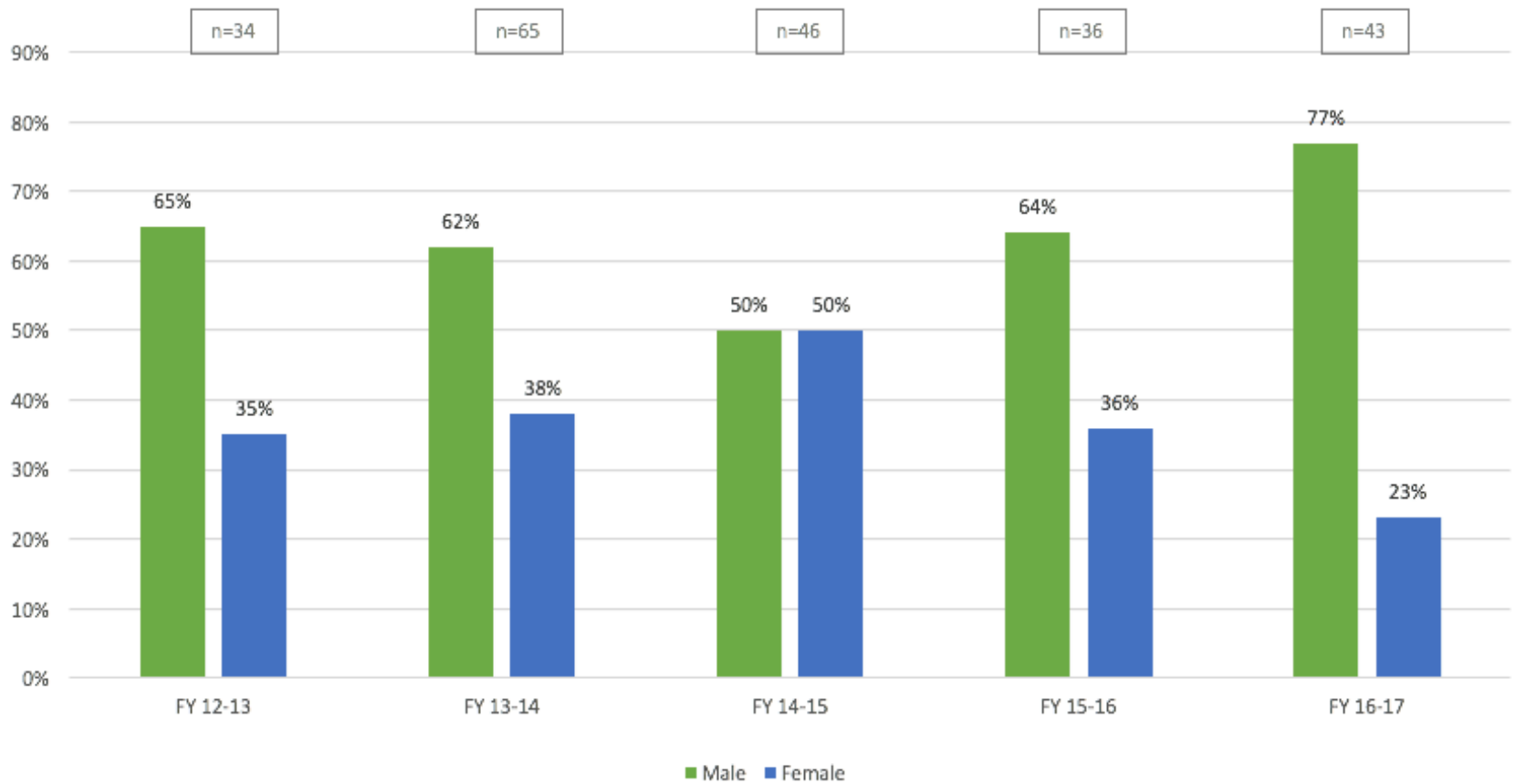
## New Faculty Hires by Ethnicity FY 12-13 to FY 16-17



Data provided by the UTSA Office of Academic & Faculty Support

# DIVERSITY

## New Faculty Hires by Gender FY 12-13 to FY 16-17

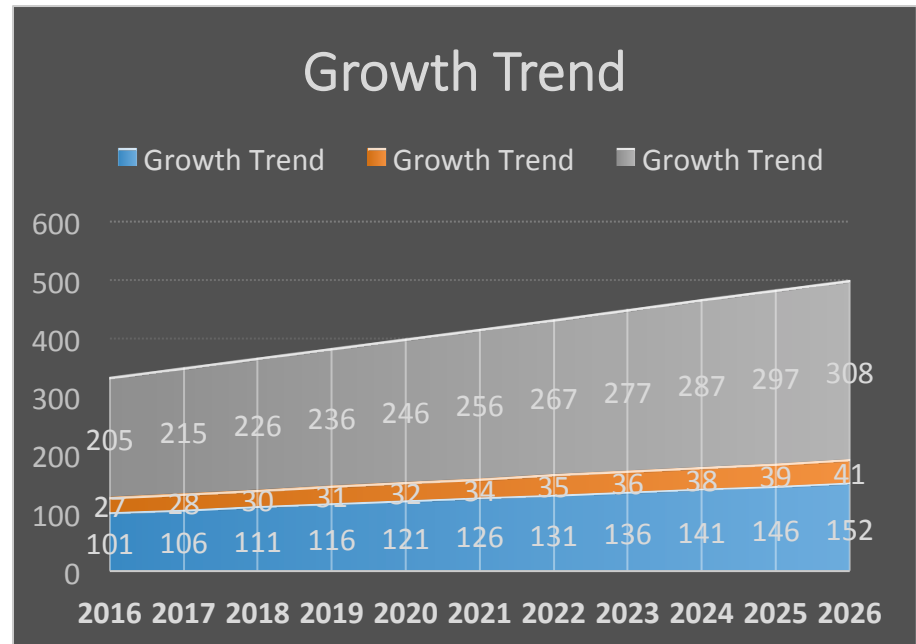


Data provided by the UTSA Office of Academic & Faculty Support

# New Faculty Recruitment Goals by Ethnicity/Gender

Ethnicity/Gender	Fall 2016 Faculty Diversity		10 Year Recruitment Goal*	Replacements due to Attrition**	Total
	Count	Percentage			
Black/AA	27	4%	14	12	26
Hispanic	101	16%	51	48	99
Female	205	32%	103	102	205

Assumption:	30 Per YR
Black/AA Goal 2026	41
Avg. Black/AA Faculty hires per yr.	1.4
% Black/AA Hires per year	5%
Hispanic Goal 2026	152
Avg. Hispanic Faculty hires per yr.	5
% Hispanic Hires per year	17%
Female Goal 2026	308
Avg. Female Faculty hires per yr.	10.3
% Female Hires per year	34%



# Filtering in Administrative Searches

## Overseeing Search Committees

- Faculty Recruitment Manual covers procedures and requirements for faculty searches.
- Chair's role important and improves with experience.
- Chair's preparation 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

## Implications for Chairs

- Chairs allow committees to do screening work
- Chairs receive a proposed short list of candidates to invite to campus, with information on strengths and weaknesses of each, and take action
- Chairs respond to the short list by:
  - Approving it and sending forward to Dean
  - Determining if short list is sufficiently diverse
    - Based on applicant pool
    - Based on institutional goals and needs
  - Asking for a reconsideration if warranted

# Case Study

# RESOURCES & CONTACT INFORMATION

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## UTSA Faculty Recruitment Manual

[provost.utsa.edu/VPAFS/documents/Faculty-Recruitment-Manual.pdf](http://provost.utsa.edu/VPAFS/documents/Faculty-Recruitment-Manual.pdf)

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