



**INTERNAL  
FACULTY  
LEADERSHIP  
RECRUITMENT**

**Academic Affairs**

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## STATEMENT OF PURPOSE

The University of Texas at San Antonio (UTSA) is a Carnegie R1, Hispanic Serving public research university committed to building a highly qualified leadership to support academic excellence. This Internal *Faculty Leadership Recruitment Manual*, provides guidance to ensure that a fair and effective standardized process is followed as you recruit colleagues to serve our student population in faculty administrative appointments (e.g associate dean, associate vice provost, department chair, or other faculty appointed leadership roles). The recruitment process is designed as a collaborative process with the result being general concurrence regarding the best qualified candidate for a position.

## RECRUITMENT PROCESS

It is a university goal to identify, recruit, and retain highly qualified, talented faculty for positions in leadership..

Vice Provosts and Deans are responsible for ensuring that equal opportunity is afforded to all candidates to further the university's goal of identifying and recruiting qualified and talented leaders.

## GUIDELINES FOR RECRUITMENT OF FACULTY LEADERS

The recruitment process is designed as a collaborative process with the result being the best-qualified candidate for a position.

If an external search for a faculty leadership position is being conducted than the [Faculty Recruitment Manual \(T/TT\)](#) should be followed.

[HOP 1.02](#) outlines the process for internal department chair/school director search and appointment.

### Participants in the Search Process

#### Provost

- Reviews and approves Dean's/ Vice Provost's selection for Department Chair/School Director, Associate Dean, Associate Vice Provost, or other faculty appointed leadership roles

#### Dean or Vice Provost

- Reviews and appoints Department Chair/School Director, Associate Dean, Associate Vice Provost, or other faculty appointed leadership roles with concurrence from the Provost.

- Selects a well rounded search committee bringing multiple perspectives to the committee; and who are fully committed to the institution's mission.

## Search Committee

- Actively recruit qualified candidates.
- Screen applicants, identify leading candidates, and advise the Dean or Vice Provost concerning candidate qualifications and suitability for the position.
- Interview candidates.
- Submit review of candidates to the Dean or Vice Provost.

### **1) Position Description and Posting**

- a) Position Description should include but not limited to these items
  - (1) Position title
  - (2) Required and preferred qualifications
  - (3) What candidates must submit
    - (a) CV
  - (4) Nominations including self-nominations and how applications should be submitted
  - (5) Closing date of applications
- b) How the position is Advertised and Posted
  - (1) The position description should be emailed to all faculty in the college or institution (if applicable)

### **2) Candidate Screening Process and Interviews**

- a) A review matrix should be used for submitted candidate applications
  - i) Examples including a rubric are provided in the appendix.
- b) The same interview questions must be used with each candidate
- c) All search committee members must be present during interviews

### **3) Recommending Final Candidate**

- a) By memo, the Search Committee makes recommendations to Dean/Vice Provost
  - i) All candidates interviewed with strengths and weaknesses for each candidate must be provided
  - ii) Can include a ranking order of the candidates for consideration by the Dean/Vice Provost
- b) Dean reviews and discusses options with the Provost before submitting a request memo of appointment
- c) Dean submits a memo requesting the appointment of a leader to Academic Affairs for Provost review and approval.

## Appointment of Assistant Chairs

Deans may appoint assistant chairs for departments in their college so long as several key factors are met. These include:

1.  $\geq$  6000 Student Credit Hours (SCHs) generated each long semester
2.  $\geq$  20 Faculty FTFEs (Tenure/Tenure Track and Fixed Term Track)
3.  $\geq$  25 Graduate Students (Master and/or Doctoral)

Two of the three factors should be met to request the addition of an assistant chair to a department/school.

Deans could request to appoint assistant department chairs in departments/schools based on additional factors demonstrating the complexity and magnitude of the work required to manage those departments if they do not meet the key factors given above. These requests should first be discussed with the Provost.

### Selection of Assistant Department Chairs

Department chairs/School Directors will nominate a faculty member from among the department faculty to the dean of the college to serve as assistant chair. The dean will then write a memo to Academic Affairs requesting the appointment of an assistant chair. A memo template for these requests is available from the Academic Affairs Resource webpage for Chairs and Deans and should be submitted to [VPAA.FACREC@utsa.edu](mailto:VPAA.FACREC@utsa.edu)

### Compensation of Assistant Department Chairs

Compensation for assistant department chairs should be in the form of a monthly stipend. The stipend range should be appropriate to standards established by the college and also adhere to the College workload guidelines. Compensation for assistant department chairs should be in the form of a monthly stipend. The stipend range should be a minimum of \$5,000 up to a maximum of \$10,000 and also adhere to the College workload guidelines. Compensation includes a minimum of one summer month and one course release.

## Questions

**Contact:**

Academic Affairs-Faculty Success

210.458.4110

[heather.shipley@utsa.edu](mailto:heather.shipley@utsa.edu) or [VPAA.FACREC@utsa.edu](mailto:VPAA.FACREC@utsa.edu)

# Appendix

## Example Candidate Assessment Rubric

Reviewer Initials:

**Core Values**

We encourage an environment of dialogue and discovery, where integrity, excellence, inclusiveness, respect, collaboration, and innovation are fostered.

Qualifications (Exceptional, Above Average, Meets Criteria, Below Average, Does not meet Criteria, Need More Information)						Overall Prioritization* (A, B, C)	Comments
Candidate Name(s)	Experience in or understanding of the <i>Specific Position Criteria</i>	Experience in or understanding of the <i>Specific Position Criteria</i>	Experience in or understanding of the <i>Specific Position Criteria</i>	Experience in or understanding of the <i>Specific Position Criteria</i>	Experience in or understanding of the <i>Specific Position Criteria</i>		

\*A = Meets or exceeds qualifications; recommend for interview  
 B = Neutral; recommendation deferred for committee deliberation, if needed  
 C = Does not meet qualifications; do not recommend for interview