SUBJECT: **Faculty Hiring**

DATE: August 2018

PURPOSE: To provide a detailed explanation of the process used to select and employ faculty members for the College of Human Sciences. Related OPs: 32.16; 32.17; 32.19; 32.22; 32.27; 32.28; 32.24; 32.26

REVIEW: The policy will be reviewed when changes are made to the process or related OPs.

PROCEDURE

When selecting new faculty members, follow the guidelines provided below.

1. Identify Candidates/Narrow Candidate Pool
    a. Secure approval from the Dean to make a hire for either a vacancy or new position.
        (1) The approval may involve a simple request to fill a newly vacated position or it may be a more detailed request for a new position or a change in the vacant position.
        (2) Use the Notification of Faculty Vacancy Form; submit to the college business manager.
        (3) If the request is for a new position, attach a justification for the position and work with the college business manager to secure the T number for the position.
    b. Appoint search chair. The search chair is typically a faculty member in the program but may be selected from others as appropriate. The search chair must attend a Faculty Search Committee Orientation (OP 32.16) scheduled through the Division of Diversity, Equity, and Inclusion (currently scheduled by Paul Ruiz). This training is important as it provides guidance and specific guidelines for the recruitment, interview, and selection process. If the search committee chair has attended this training in the last 18 months, he/she will not have to attend again, though it is always helpful to have a refresher.
    c. Appoint search committee. The committee composition is determined by department policy, but should include at least one woman and one person from an underrepresented minority (OP 32.16). Work with the search committee and department faculty to develop the position description. This document should include job title, required qualifications, desired additional qualifications, timeline for application and filling the position, and a strong EEO statement. Other items such as a description of the department, university, location can be included as desired.
    d. Submit approved position description to the Dean's Office (College Business Manager) who will secure final approval.
    e. Once approved, post the position on the college and department website (if the department wants that). The IT office can assist with that if desired.
    f. Post the position on Kenexa. The department business manager will typically do this.
        (1) This posting must follow the prescribed format. Note that all faculty positions are at least security Level I. Review the posting before it goes live to be sure that everything is as you want it.
        (2) You should include all committee members on your hiring team when posting to Kenexa. This will allow them to see the application material for each candidate.
        (3) Once the position is posted, you will receive a requisition number. Refer to that number in postings outside the university.

g. Post the position externally according to instructions provided in chair training, selecting the appropriate diversity venues. Also post on related professional sites and distribute the announcement to colleagues and known prospects. Be sure to reference the [Kenexa URL](#) and the position requisition number to make it easy for candidates to locate the site for application.
   (1) This [job announcement](#) is often more detailed, perhaps not about the actual job, but may have information about the campus and the city. It may also include graphics as appropriate (see attached example).
   (2) Note: candidates MUST apply through [Kenexa](#). If you receive a paper application, you must have the candidate apply electronically through the University system Kenexa. If it is absolutely impossible for the candidate to apply online, consult with HR to work through the issues.
   (3) You can accept supplemental material through email or regular mail, but it is better if it can be uploaded so all committee members can see it easily at the application site.
h. Complete the [Faculty Hire Checklist](#) up to the first stop point (certifying candidate pool); secure dean's office approval before proceeding.
i. Follow search [guidelines](#) provided in chair training to select final candidates (two or three). It may be helpful to speak with other faculty members who have recently chaired a search for useful tips. If the candidate pool is large or if there are several seemingly equal candidates, it is possible to schedule SKYPE or Lync interviews to assist in selecting the final candidates.
   (1) There are several rooms in the building with Skype or Lync video capabilities. Work with your business manager and Technology Services to set up these facilities and schedule the interviews.
j. Notify in writing the candidates that did not make the final group. This can be through a very nice email or a letter in the regular mail. *It is very important that this step not be skipped.*

2. Select Desired Faculty Member
   b. Notify the Dean of the final candidate pool
   c. Arrange campus visits
      (1) The College provides $3,000 per search to help defray search expenses (check with College Business Manager for a FOP). Department should cover all expenses using funds provided by Dean's Office supplemented with departmental funds as necessary.
      (2) The Department should make travel arrangements for candidate. Additional post-visit expenses such as airport parking will be reimbursed using a travel voucher.
      (3) The Department should make lodging arrangements that will charged to department (never to candidate). The account should allow for incidental charges such as room service. Advise the candidate of the inability of the department to pay for alcohol.
      (4) Use a P-card to pay for meals (host faculty should NOT pay on their own and request reimbursement)
      (5) The campus visit is typically two days and two nights and should include
         (a) Meals with department faculty and/or search committee members (must pay for alcohol with personal funds or non-state money – dean's office money will not cover this expense)
         (b) Other opportunities to meet with faculty members (individually or as a group)
         (c) Research presentation (those present should evaluate the candidate)
         (d) Teaching presentation (students and faculty members evaluate the candidate)
         (e) Meetings with
            ▪ Dean (one hour toward the end of the visit)
            ▪ Associate Dean for Research (30 minutes)

- Associate Dean for Faculty and Academics (30 minutes)
- Note: candidates for endowed chairs and professorships will also meet with the provost or designee; department chair candidates meet with provost representative if possible
    (6) Other items typically included
        (a) Meet and greet with faculty as a whole and graduate students – these are usually two separate events
        (b) Campus tour
        (c) Time with a real estate agent for a city tour and real estate options (often the last activity)
    d. Once the visit is completed, program/department faculty should individually evaluate candidates based on instructions in chair training before the next candidate arrives if possible. Based on the evaluations, select final candidate. If the hire is a department chair, submit an unranked list of acceptable candidates to the Dean.
    e. Complete the next section of the Faculty Hire Checklist up to the next stop point (after interviews). Once approval is obtained, proceed with the offer process completing all remaining steps on the Faculty Hire Checklist

3. Hiring Process for Final Candidate
    a. Contact candidate to confirm continued interest and discuss preliminary job description; begin discussion about research startup
    b. Develop the department letter describing the offer. The department offer letter is a detailed description of what the job will entail. It is a very important document as it will be the basis of performance evaluation and promotion and tenure decisions. NOTE: the actual job offer comes only from the Provost addressed later in this process.
        (1) Please use the guidelines provided to develop the preliminary offer letter
        (2) In support of moving expenses, the Dean's office will contribute (based on rank) $3,000/$3,500/$4,000/negotiable for chair or professorship; the department may choose to add to that amount.
    c. The University wants each new faculty member to succeed and therefore provides the opportunity to request what is needed to "hit the ground running" to accomplish research goals. Confer with candidate to develop startup package.
        (1) Work with the Associate Dean for Research in this process. Discuss with the candidate how the "research culture" at TTU and COHS involves active involvement in research and that seeking external funds is expected.
        (2) The candidate should provide a research narrative including what is needed to accomplish proposed research plans. Such items might include research assistantships, space and equipment needs, conference travel, publication costs, etc.
        (3) In conjunction with the Department Chair and Associate Dean for Research, complete a three-year startup budget reflecting the contributions from OVPR, COHS, and the Department.
            - Note: If the new faculty member is from an underrepresented group (African American, Hispanic, American Indian), funds from the diversity office can be requested as a part of startup to help with the hire – typically money for summer employment the first year or two; CAUTION, the money has been heavily committed and might not be available in a timely manner.

d. Submit draft offer letter and startup package to the college business manager who will secure necessary approvals from the Dean and escalate to the Provost and OVPR for pre-approval of package to proceed.

e. Once startup plan and job description letter have been approved, the college business manager will notify the department to format the final version of the department offer letter to be signed by both the Department Chair and the Dean. Send the offer packet that includes two copies of the department offer letter (one for the candidate to keep, one to sign and return).

4. When the candidate signs and returns the department letter, provide the original signed copy to the College Business Manager along with the [Request for Official Offer Letter form](#). The College Business Manager will request the formal letter of offer be generated by the Provost.

   a. Included with the packet requesting formal letter of offer should be

      (1) Official transcripts from all academic institutions including the final one with degree posted (if the degree is new and not yet posted, the Provost's office will begin the process without the final transcript, but the letter of offer may state that continued employment is contingent on having the final official transcript by a certain date)

         • Transcripts must be sent directly from the issuing university to the appropriate college personnel requesting them.
         • Retain the envelope, (do not throw it away). Staple the envelope to the back of the transcript before sending it to your College Business Manager who will forward the request for official offer letter.
         • If the transcript is issued to the applicant, it can only be accepted if it is still in the sealed envelope from the issuing institution. If it's issued to the applicant, then you will need to put a cover sheet on the transcript with a statement as follows:
            o I certify that the attached transcript, issued to the student, was given to me in a sealed envelope, and I opened it for review.
         • Provide a signature line and date to the above certification statement.

         Follow the procedure outlined here when submitting Electronic Transcripts with your Request for Official Offer Letter:

         • Print the electronic transcript.
         • Print the email that you received that shows the secure access code and staple it to the back of the printed transcript.
         • Archive the original email message with the secure access code. DO NOT DELETE THAT MESSAGE. Attach a cover page to the transcript with the following statement:
            o I certify that the attached transcript is a true copy of the electronic document that I received from (name of university).

         By:_____ Date:_____
                (Print Your Name and Title)

         The electronic transcripts, certified in this manner, will be sent to the college business manager, together with any other original transcripts along with the following:

      (2) [Request for Official Offer Letter](#)
      (3) Position Description (copy of the Req posted to Kenexa is fine)
      (4) Candidate CV
      (5) College offer letter with signed acceptance
      (6) [Certification of Faculty Qualifications](#)

   b. When the signed formal offer letter is returned by the Provost's Office, process the faculty ePAF to officially appoint the faculty member.

c. Close the position in Kenexa. The department business manager typically does that.
d. Remove the position from the college website if posted there.
e. Notify (phone call preferred) the candidates in the final pool who were not selected

5. Collect and submit recruitment process documentation to the Provost's Office as directed in the instructions to search chairs. Retain required departmental search information as directed (usually three years).

Complete the New Faculty Hire Onboarding List to finalize all hiring steps. When completed, this document and its attachments are retained in the faculty members departmental file as a reference if any questions arise in the future.

DOCUMENTS INCLUDED

OP 32.16   Faculty Recruitment Procedure

OP 32.17   Faculty Appointments and Titles

OP 32.19   Non-native English Speaking Faculty and Teaching Assistants

OP 32.22   Selection of Endowed Chairs and Professorships

OP 32.27   Review of Vitae of Prospective Faculty

OP 32.28   Faculty Applicants Not Holding Doctoral Degrees in Departments/Areas Requiring the
                    Doctorate

OP 32.24   Faculty Awards

OP 32.26   Faculty Departure Notification Procedure

Notification of Faculty Vacancy

Search Checklist

Assistant Professor Job Posting Example

Kenexa URL

Kenexa User Guide

Sample External Position Announcement

Letter of Offer for Faculty Appointments

Start up Example

Request for Official Letter

Certification of Faculty Qualifications

Faculty Hire Checklist

New Faculty Hire Onboarding List