TEXAS TECH UNIVERSITY™

Operating Policy and Procedure

OP 32.16: Faculty Recruitment Procedure

DATE: June 14, 2007

PURPOSE: The purpose of this Operating Policy/Procedure (OP) is to standardize faculty recruitment processes at Texas Tech University.

REVIEW: This OP will be reviewed in November of even-numbered years by the vice provost for faculty affairs (VPFA) with recommended revisions presented to the provost/senior vice president for academic affairs (PSVPAA) by December 31.

POLICY/PROCEDURE

Affirmative action and equal employment regulations require accountability in faculty employment practices. The following procedures help departments to keep the search process transparent and efficient.

1. Before the Search

   a. At the beginning of a dean-authorized faculty search, the department’s dean or dean’s assistant requests a position vacancy number from the Office of the PSVPAA. The position vacancy number allows each vacancy and applicant to be tracked and must appear on all search forms and records.

   b. The search committee chairperson then submits position descriptions and advertisements to the Office of the PSVPAA for review before posting vacancy advertisements to the university’s online employment system.

   c. The search committee chairperson contacts the Office of the PSVPAA for a briefing on affirmative action and equal employment opportunity (EEO) procedures.

   d. The Office of the PSVPAA sends a university-wide list of vacancies to the EEO Office and to the special assistant for diversity in the Office of the President.

   e. The search committee completes and maintains a copy of the Faculty Recruitment Procedure Checklist (Attachment A) for every open position. Departments should keep position checklists accessible for at least three years after each completed search to support institutional or external reviews.

   f. The search committee then constructs a screening matrix that will compare each candidate’s qualifications with those stated in the position description (see example at http://www.depts.ttu.edu/personnel/hiringmatrix.aspx). Attachment C is a sample selection matrix. Each stipulated qualification for the position should appear on the matrix, and scores

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for each qualification may be weighted if the search committee determines that weighting is appropriate.

2. During the Search

a. After the first screening round but before scheduling interviews, the search committee completes the Faculty Searches Affirmative Action In-progress Review form (Attachment B) and sends a copy of that form to the appropriate dean and to the EEO Office.

b. The committee monitors materials posted online and carefully reviews its search procedures to ensure that applicants from all groups have been fairly considered.

c. During the selection period, the committee schedules interviews between potential professor-ranked faculty members and a representative of the Office of the PSVPAA.

3. After the Search

a. The department chairperson requests the successful candidate’s employment by submitting a Personnel Action Form (PAF) and the search committee’s completed Faculty Recruitment Procedure Checklist (Attachment A) to the Office of the PSVPAA.

b. The appointment request may then be recommended by the dean of the instructional school or college and, hence, by the graduate dean. In the case of research personnel, the principal investigator will recommend the appointment to the department chairperson.

c. The appointee’s department chairperson or area coordinator is responsible for obtaining and verifying official transcripts and vitae for new faculty appointees. The department submits these documents to the Office of the PSVPAA, which then forwards them electronically to the Personnel Department.

d. By the time of appointment, the Personnel Department must have received the appointee’s official transcripts, curriculum vitae, and proof of authorization to work in the United States, along with the PAF. Official transcripts for all tenure-track and tenured faculty must be filed in the university’s Personnel Department.

e. Search committees must retain all records of faculty recruitment activities for three years from the time of appointment. These recruitment records will include the position requirements, applicants’ qualifications, voting results, if any, and reasons for the ranking or rejection of potential candidates.

f. Attachment D should be completed and forwarded to the VPFA if a candidate rejects an offer of employment and the reason for that decision is known.

Attachment A: Faculty Recruitment Procedure Checklist
Attachment B: Faculty Searches Affirmative Action In-progress Review
Attachment C: Sample Hiring Screening Matrix
Attachment D: Memo to the Vice Provost for Faculty Affairs re: Affirmative Action Information
June 14, 2007

For Search Committee Reference:

List of Predominantly Black Colleges & Universities and Hispanic Student Serving Institutions

Access to Southwestern University Database — Contact the Office of the PSVPAA for the most current passwords and information
FACULTY RECRUITMENT PROCEDURE CHECKLIST

Vacant Position Title ____________________________ Position Vacancy # ____________________________
Department/Unit ____________________________ Initiation Date ____________________________

1. Before the Search

Authorization and Preparation

a. ( ) Department received dean authorization to fill a faculty vacancy
b. ( ) Obtained position vacancy number from Office of the PSVPAA
c. ( ) Designated an individual to serve as search committee chairperson ____________________________ (name)
d. ( ) Committee prepared position description for the specific position to the following standards:
   (1) ( ) Requirements all directly job related
   (2) ( ) No requirements omitted that will be used later in the selection process
   (3) ( ) Minimum requirements—including education, experience, and skill level—clearly and measurably expressed
   (4) ( ) Additional desirable requirements, if any, clearly identified and justifiable
   (5) ( ) Requirements consistent with equivalent positions at TTU

e. ( ) Search committee chairperson submitted position description and advertisements to Office of the PSVPAA for review.
f. ( ) Received EEO/AA procedural briefing from EEO Office via Office of the PSVPAA
g. ( ) Established file for the vacancy, and kept filed information and applications available only to those involved in the search process
h. ( ) Constructed a hiring screening matrix for comparing applicant qualifications to requirements listed in job advertisements

2. During the Search

a. Recruitment

( ) Advertised the vacancy to broaden the applicant pool:
   (1) ( ) Placed ads in two appropriate and widely circulated information sources
   (2) ( ) Sent letters to institutions known to have significant numbers of minority faculty and students
   (3) ( ) Sent letters to other sources—industries, institutes, agencies which have significant numbers of women, minorities or other protected groups

b. Screening

(1) ( ) Used hiring screening matrix to guide application evaluation process
(2) ( ) Gave full and equal consideration to each applicant who possessed minimum qualifications listed in the position description
(3) ( ) Justified and uniformly applied any weights
(4) ( ) Desirable requirements did not lead to over-qualification
(5) ( ) Did not use any "hidden factors"
(6) ( ) Completed the Faculty Searches Affirmative Action In-progress Review form after the first screening round
(7) ( ) Scheduled interviews between potential professors and Office of the PSVPAA

c. Interview

(1) ( ) Asked only questions that were job-related, limited to the position description, and neutral in character
(2) ( ) Asked each applicant the same set of questions
(3) ( ) Informed applicants that they will be notified of the selection process result
(4) ( ) Identified applicants whose native language is English through country of origin, academic training in English, or other credible means
(5) ( ) Ensured that applicants whose native language is not English demonstrated proficiency in use of the English language through satisfactory scores on the Test of Spoken English by the Educational Testing Service or by meeting language training requirements set by the Texas Legislature

d. Selection

(1) ( ) Did not consider factors unlisted in the position description during selection
(2) ( ) Did not give undue weight to applicant over-qualification or exceeding minimum and desirable requirements
(3) ( ) In a situation involving applicants with generally equal qualifications, gave full consideration to equal employment opportunity objectives
(4) ( ) Selected applicant that satisfied minimum requirements of position description
(5) ( ) Selected applicant that possessed balanced profile regarding desirable requirements (if in the position description)
(6) ( ) Salary and rank offerings were equal for all applicants and generally consistent with the salary and rank of similar positions. If discrepancies existed, committee is prepared to defend its actions on the basis of desirable requirements listed in position description, experience, references and recommendations, applicant's previous salary, and other relevant factors.

3. After the Search

a. Record Keeping

(1) ( ) Committee will retain following records in department for three years following appointment:

(a) ( ) Copy of position description
(b) ( ) Explanation of screening process factors, weights, etc.
(c) ( ) Records of interviews of all applicants interviewed
(d) ( ) Final report and reasons for the specific selection
(e) ( ) Reasons for rejections by applicants of position offer

(2) ( ) Committee will retain records of applicants as references during subsequent vacancy searches.
(3) ( ) Department chairperson and dean follow procedures for obtaining, verifying, and filing faculty appointees' transcripts and other official records

Attachment A, pg. 2
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6/14/07
b. Additional Materials

Have attached copies of the following to the Personnel Action Form:

(1) ( ) Affirmative Action Personnel Record Form (yellow form)
(2) ( ) Reasons for applicant rejection (Attachment D)
(3) ( ) This completed Faculty Recruitment Procedure Checklist

Have explained any deviations or exceptions to the above on added sheets
Sample Hiring Screening Matrix

Please refer to the tutorial before you use this Selection Aid.

**Department:**

**Vacant Position Title:**

<table>
<thead>
<tr>
<th>Minimum Requirements</th>
<th>Application Score</th>
<th>Interview Score</th>
<th>Reference Score</th>
<th>Total Score</th>
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**Assigned Weights:**

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**Applicants:**

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<tr>
<th>Applicant 1</th>
<th>Applicant 2</th>
<th>Applicant 3</th>
<th>Applicant 4</th>
<th>Applicant 5</th>
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*Attachment B*

*OP 32.16*

*8/14/07*
Faculty Searches
Affirmative Action In-progress Review

Date ________________

Department ____________________________________________________________

Position Vacancy/Title __________________________________________________

Expected to be filled for: ____________________ Semester 20____. Position Vacancy #: __________

Search Committee Chairperson ____________________________________________

Search Committee Members: Males _________ Females ____________

Blacks _________ Hispanics _____________ Others _____________

1. Advertisement for this position was placed in:
   Diverse Issues in Higher Education ________ Hispanic Outlook in Higher Education ________
   Other (Specify) _____________________________________________________

2. Institutions or professional groups contacted by letter were: (list by group or type, if applicable, rather than individually)

3. Directories consulted for locating minority candidates:
   Women and Minorities Doctoral Directory ________
   Others ________

4. How many applications were received for the position? ________

5. How many candidates appear to be: Female? ________ Minority? ________

6. How many of the candidates meeting initial qualifications established for the position appear to be: Female? ________ Minority? ________

7. How many of those who appeared to be female/minority candidates were continued for consideration after the first screening? Female ________ Minority ________

8. Describe any special search efforts made to attract female and minority candidates.

Please return this completed form to your dean, Vice President of Institutional Diversity, and a copy to the Office of Equal Employment Opportunity immediately after the first screening of candidates and before interviews are arranged. Reinforce this step. Provide EEO criteria during screening to strengthen this step.

If this checklist does not fit your search process, please discuss the process with the dean, the Office of Equal Employment Opportunity or the Office of the Provost/Senior Vice President for Academic Affairs before continuing.

________________________
Search Committee Chair

Attachment C
OP 32.16
3/2/2010
MEMORANDUM

DATE: 

TO: Vice Provost for Faculty Affairs

FROM: Department of ________________________________

SUBJECT: Affirmative Action Information                 Position Vacancy # __________

On _____________________, 20 _______, this department selected

________________________________________________ (name) to fill the position of

________________________________________________ (rank).

Total number of applicants for this position: ________________

This position was offered to and rejected by the following applicants:

<table>
<thead>
<tr>
<th>NAME</th>
<th>REASON FOR REJECTION BY APPLICANTS</th>
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African American Doctoral Degrees
Top Colleges

Agricultural Sciences and Natural Resources

University of Michigan-Ann Arbor
University of North Carolina at Chapel Hill
University of Florida
University of Maryland-College Park
Michigan State University
University of Georgia
Jackson State University

College of Arts & Sciences-Theology & Religious Vocations

United Theological Seminary
Howard University
Argosy University-Sarasota Campus

College of Arts & Sciences-foreign Languages, Literatures, and Linguistics

Harvard University
University of California-Los Angeles
The University of Texas at Austin
Clark Atlanta University

College of Arts & Sciences-Liberal Arts & Sciences & General Studies

Florida State University

College of Arts & Sciences-Social Sciences

Howard University
University of Michigan-Ann Arbor
Wayne State University
University of Maryland-College Park
Clark Atlanta University
The University of Texas at Austin
University of Southern California
Harvard University
Teachers College of Columbia University

Business Management and Marketing

Capella University
Walden University
Nova Southeastern University
George Washington University
Argosy University-Sarasota Campus
Jackson State University
College of Arts & Sciences-Philosophy & Religious Studies

Harvard University
University of North Carolina

College of Arts & Sciences-Physical Sciences

University of Florida
Howard University
University of Michigan-Ann Arbor
University of North Carolina at Chapel Hill
Pennsylvania State University-Penn State Main Campus
Harvard University
Wayne State University
Virginia Polytechnic Institute and State University
University of South Carolina-Columbia

College of Arts & Sciences-Psychology

Howard University
Walden University
Nova Southeastern University
University of Georgia
Argosy University-Atlanta Campus
Michigan State University
George Washington University
Capella University
University of Michigan-Ann Arbor
University of North Carolina at Chapel Hill
Temple University
University of South Carolina-Columbia

College of Arts & Sciences-Public Administration & Social Service

Jackson State University
Capella University
Virginia Commonwealth University
Nova Southeastern University
University of Michigan-Ann Arbor
Walden University
Clark Atlanta University

College of Arts & Sciences-Biological & Biomedical Sciences

Howard University
University of North Carolina at Chapel Hill
University of Michigan-Ann Arbor
Harvard University
University of Alabama at Birmingham
Pennsylvania State University-Penn State Main Campus
Clark Atlanta University
Temple University
University of California-Los Angeles
Virginia Commonwealth University
College of Arts & Sciences-Cultural and General Studies

Howard University
Temple University
University of Michigan-Ann Arbor
Clark Atlanta University
University of Maryland-College Park
Michigan State University

College of Arts & Sciences-English Language & Literature

The University of Texas at Austin
University of California-Los Angeles
Pennsylvania State University-Penn State Main Campus
University of Florida
Howard University

College of Arts & Sciences-Family & Consumer Sciences

Nova Southeastern University
Virginia Polytechnic Institute and State School
Florida State University
The University of Texas at Austin
Michigan State University
Wayne State University

College of Education

Nova Southeastern University
Argosy University-Sarasota Campus
Capella University
Teachers College at Columbia University
Argosy University-Atlanta Campus
Loyola University Chicago
University of Southern California
Clark Atlanta University
University of Southern California-Columbia
George Washington University
Wayne State University
Virginia Polytechnic Institute and State University
University of Georgia
Jackson State University

College of Engineering

Morgan State University
University of Florida
University of Maryland-College Park
University of Michigan-Ann Arbor
George Washington University
Virginia Polytechnic Institute and State University
Pennsylvania State University-Penn State Main Campus
College of Mass Communications

Howard University
University of Maryland-College Park
University of Michigan-Ann Arbor
University of North Carolina at Chapel Hill
Michigan State University

College of Visual & Performing Arts

University of Michigan-Ann Arbor
University of California-Los Angeles
University of South Carolina-Columbia
University of Southern California
University of Maryland-College Park

College of Architecture

Virginia Polytechnic Institute and State University

College of Mathematics & Statistics

Wayne State University
University of Maryland-College Park
Howard University
Temple University
Hispanic Doctoral Degrees
Top Colleges

College of Agricultural Sciences and Natural Resources

- University of Florida
- Texas A&M University
- University of Michigan-Ann Arbor
- University of Illinois at Urbana-Champaign
- University of California-Berkeley
- New Mexico State University-Main Campus
- Purdue University-Main Campus
- Rutgers University-New Brunswick/Piscataway

College of Arts & Sciences-Public Administration & Social Service

- University of Houston
- The University of Texas at Austin
- University of Southern California
- University of California-Los Angeles
- University of Michigan-Ann Arbor
- Florida International University

College of Arts & Sciences-Social Sciences

- The University of Texas at Austin
- University of California-Los Angeles
- University of California-Santa Barbara
- University of California-Berkeley
- Harvard University
- University of Florida
- University of Colorado at Boulder
- University of Southern California
- Stanford University

College of Arts & Sciences-Visual & Performing Arts

- The University of Texas at Austin
- University of California-Los Angeles
- University of Southern California
- Harvard University
- Inter American University of Puerto Rico-Ponce
- University of California-San Diego
- University of Illinois at Urbana-Champaign
College of Arts & Sciences-Philosophy and Religious Studies

The University of Texas at Austin
University of California-Los Angeles
Harvard University
University of California-Santa Barbara

College of Arts & Sciences-Physical Sciences

University of Puerto Rico-Rio Piedras Campus
Purdue University-Main Campus
University of California-Berkeley
The University of Texas at Austin
New Mexico State University-Main Campus
University of California-Santa Barbara
University of California-San Diego
University of California-Los Angeles
Harvard University
University of Michigan-Ann Arbor
Florida International University
University of Wisconsin-Madison
University of Houston

College of Architecture

University of California-Berkeley
University of Southern California
University of Michigan-Ann Arbor
Arizona State University at the Tempe Campus

College of Arts & Sciences-Biological & Biomedical Sciences

University of California-Berkeley
The University of Texas at Austin
University of California-San Diego
University of New Mexico-Main Campus

College of Arts & Sciences-Cultural and Gender Studies

University of California-Berkeley
The University of Texas at Austin
University of California-San Diego
University of New Mexico-Main Campus
College of Arts & Sciences-Family & Consumer Sciences

Nova Southeastern University

College of Arts & Sciences-Foreign Languages, Literatures, and L

University of Puerto Rico-Rio Piedras Campus
The University of Texas at Austin
Florida International University
University of Michigan-Ann Arbor
University of New Mexico-Main Campus
University of California-Berkeley
Cornell University
University of Houston
University of California-Santa Barbara

College of Mass Communications

University of Florida
The University of Texas at Austin
University of California-Santa Barbara
University of Illinois at Urbana-Champaign

Business Management and Marketing

New Mexico State University-Main Campus
Inter American University of Puerto Rico-Metro
University of Puerto Rico-Rio Piedras Campus
Pontifical Catholic University of Puerto Rico-Ponce
Stanford University
Arizona State University at the Tempe Campus
The University of Texas at Austin
Harvard University
University of Colorado at Boulder

College of Arts & Sciences-Mathematics and Statistics

University of California-Santa Barbara
University of California-Berkeley
Harvard University
University of Florida
Cornell University
University of Illinois at Urbana-Champaign
Rutgers University-New Brunswick/Piscataway
University of California-San Diego
College of Arts & Sciences-Psychology

Carlos Albizu University
University of Puerto Rico-Rio Piedras Campus
Ponce School of Medicine
Carlos Albizu University-Main Campus
Pontifical Catholic University of Puerto Rico-Ponce
Nova Southeastern University
Texas A&M University
Rutgers University-New Brunswick/Piscataway
University of Southern California
The University of Texas at Austin
Inter American University of Puerto Rico-Metro
University of Michigan-Ann Arbor
Loma Linda University
Arizona State University at the Tempe Campus
University of California-San Diego

College of Education

University of Puerto Rico-Rio Piedras Campus
Inter American University of Puerto Rico-Metro
Nova Southeastern University
University of Southern California
The University of Texas at Austin
New Mexico State University-Main Campus
University of California-Los Angeles
Florida International University
Pontifical Catholic University of Puerto Rico-Ponce
Texas A & M University
University of Houston
University of New Mexico-Main Campus

College of Engineering

University of California-Berkeley
University of Florida
Stanford University
University of Wisconsin-Madison
Purdue University-Main Campus
University of Michigan-Ann Arbor
University of New Mexico-Main Campus
Texas A&M University
Cornell University
Arizona State University at the Tempe Campus
University of Colorado at Boulder
Date:

Address:

Salutation:

As an institution and department that is nationally recognized as a leader in the development of high achieving Ph.D. recipients, I am pleased to bring to your attention, and that of your recently completed or immediately pending doctoral students, a professional opportunity as Texas Tech University.

Founded in 1923, Texas Tech is located in Lubbock, Texas. It carries the distinction of being the largest comprehensive higher education institution in the western two-thirds of the state of Texas, and serves a region that is larger than 46 of the nation’s 50 states.

Texas Tech University prides itself on being an emerging research university that retains the sense of a smaller liberal arts experience. Although enrollment is over 31,000, Texas Tech cultivates an environment that stresses student excellence above all else.

Texas Tech University is committed to excellence through diversity. We strongly encourage faculty applicants from minorities, women, veterans, and persons with disabilities.

Attached is a copy of a recent faculty opportunity at Texas Tech, and information on how to apply. Should you, a colleague, or soon to be completed doctoral students have any additional questions regarding the attached professional opportunity, or would like more information,