

Procedures for Faculty Recruitment in the College of Education and Human Development 2005-06: Department Head, Search Committee, and Committee Chair Responsibilities

Revision Approved by Dean's Council – October 7, 2013

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The College of Education and Human Development is committed to actively pursuing diversity and excellence in faculty recruitment, as stated in the *College of Education and Human Development Strategic Plan*. Similarly, TAMU has committed to “Diversify and Globalize the A&M Community” in order to serve the needs of the increasingly diverse population of the state of Texas and to prepare its citizens to compete in a global economy and prosper in our shrinking world (see *Vision 2020*, Imperatives 6 & 12). Given the lofty goal of *Vision 2020* (i.e. becoming a consensus top-ten public university while maintaining and enhancing our land-grant mission and unique strengths), the importance of excellent faculty to the College and TAMU is self-evident, but it is made explicit and highlighted as the **first** Imperative.

In pursuit of these objectives, all faculty searches in the College of Education and Human development are to be consistent with university policies and procedures, including *TAMU Faculty Recruitment Procedures (12.99.99.M1)* available at

<http://rules-saps.tamu.edu/PDFs/12.99.99.M1.pdf>

and *TAMU Recruitment and Retention for Faculty Diversity: A Handbook for Search Committees (September, 2004)* available at

<http://dof.tamu.edu/content/faculty-diversity-recruitment>

The handbook has useful information, including strategies to obtain a diverse applicant pool, “do’s and don’ts” of interviewing applicants, and example position announcements and offer letters. A key component of the University’s Affirmative Action Plan (AAP) is the construction of a log of each applicant received. Search procedures should confirm to the University’s AAP found at

<http://employees.tamu.edu/managers/hiring/affirmativeAction/>

The following procedures are intended to provide additional guidance, but do not supplant TAMU rules.

1. Department Head (DH) obtains permission from the Dean to begin the search. The elements required in a request to initiate recruitment are specified in TAMU Faculty Recruitment Procedures. All costs associated with the recruitment of faculty are to be borne by the department. However, limited funds are available from the Dean of Faculties’ office to aid in the hiring of faculty.
2. DH forms a Search Committee (SC). Although students and staff may be included on the SC, the majority of its members should be faculty from the department, and it should include at least one faculty member from outside the department. An external community member may include where appropriate. Every SC should reflect the priority placed on recruitment for diversity and excellence in the CEHD and TAMU in its deliberations and actions. Each SC member should receive and review all relevant CEHD and TAMU rules and guidelines (e.g., this document and noted references). Staff and student committee members are nonvoting members. Community members who are included on the search committee are also nonvoting members.

3. The search committee chair must attend training on the faculty search process sponsored by the Dean of Faculties and training on implicit bias in faculty searches presented by personnel from the ADVANCE Center. Other members of the search committee are strongly encouraged to attend these workshops. Requests for faculty searches will be approved upon completion of required training..
4. Committee Chair (CC) arranges for SC to meet with the Associate Dean for Faculty Affairs (ADFA) to discuss recruitment procedures and the pursuit of excellence and diversity.
5. SC writes a position announcement and, drawing on *TAMU Recruitment and Retention for Faculty Diversity: A Handbook for Search Committees* and the AAP, develops a recruitment plan; both are submitted to the DH, and by the DH to the ADFA for approval. The position announcement should contain a job description sufficiently detailed and informative to permit potential candidates to decide whether they would qualify for and are potentially interested in the position. It should also serve to guide evaluation of the applications received. As described in the position announcement, responsibilities for untenured tenure-track faculty positions should be consistent with TAMU, CEHD, and departmental expectations for tenure and promotion (e.g., *University Statement on Academic Freedom, Responsibility, Tenure, and Promotion; 12.01.99.M2*), as they will guide the annual evaluation of candidates hired, at least for the first year. The position announcement should specify a closing date; or, if the search is to remain open until the position is filled, a date on which review of applications will begin. Along with the position announcement, a recruitment plan must be developed to help identify appropriate marketing outlets. Such outlets must include those that will reach a diverse group of potential candidates. An evaluation instrument must be included with the search plan and it should assess the requirements identified in the position description.
6. The position announcement and marketing plan are then forwarded to the CEHD Dean for approval. Upon the Dean's approval, the department head's assistant uploads the position announcement to include the position description to the Dean of Faculties' hiring portal. The Dean of Faculties and Associate Provost will submit it to the Texas Workforce Commission for posting and will assign a tracking number to the search.
7. Using the recruitment plan as a guide, CC sends the position announcement to appropriate outlets, including professional journals, listserves, websites, professional associations, and special interest groups. Outlets that reach diverse audiences of potential applicants should be fully utilized.
8. SC members make personal contacts (professional meetings, phone, email, etc.) to seek highly qualified applicants. These efforts should be aimed at enhancing the excellence and diversity of the applicant pool. Other faculty should be encouraged to participate in these efforts.
9. As the applications are received, CC or DH sends each applicant a copy of the self-identification form and logs each applicant into a spreadsheet for reporting purposes. All forms dealing with the hiring process can be found at

<http://dof.tamu.edu/forms>

10. Note that information collected by the department and Dean of Faculties' office is not collated until the search is completed. Therefore, it is not necessary to wait for the information collected by the Dean of Faculties' office before proceeding.
11. CC informs DH, who informs the Dean, about the characteristics of the pool. The Dean must certify the pool before the SC begins the process of narrowing the set of candidates considered in the search. SC review of applications and preliminary selection of a shortlist of candidates should be guided by the position announcement and consistent with the *TAMU Recruitment and Retention for Faculty Diversity: A Handbook for Search Committees*.

The committee chair must keep a tracking log in an excel spreadsheet and that will be sent to the Dean of Faculties and Associate Provost with the approval to hire documents at the completion of the search process. A sample of the tracking log is found on the DOF website at <http://dof.tamu.edu/forms>
12. CC submits a list of eligible candidates to the DH for discussion. Subsequently, other faculty may be informed of the names on the shortlist and invited to inspect their application materials, make their own inquiries (given permission from the candidate), and return their impressions and information to the SC prior to the interview invitation(s) being issued.
13. Phone or SKYPE interviews are conducted with the initial list of candidates after which the SC meets to review information and impressions collected and makes recommendation to DH regarding candidate(s) to be invited for on-campus interviews.
14. DH informs Dean of characteristics of shortlist and seeks Dean's approval of candidate(s) to be invited for interviews.
15. CC develops itinerary for each visiting candidate, reaching out to faculty and students with related interests inside and outside the department. CC works with the DH and CEHD Communications Specialist to publicize the research presentation and reception. Itinerary should include a visit with the Dean (or Dean's representative) at the beginning and end, and include diversity networks as appropriate.
16. After visit(s), SC polls faculty regarding candidate(s) and meets to review the responses received and render its recommendation to DH. DH meets with Dean regarding possible offer. If the offer is to include recommendation for tenure (contingent on required approvals), the Department Tenure and Promotion (TUP) Review Committee must review the candidate's credentials, meet for discussion and vote, and prepare a recommendation regarding tenure. The DH reviews the candidate's credentials and the Department T&P Review Committee recommendation and vote and prepares a recommendation regarding tenure. The DH forwards the candidate's file, including the Department T&P Review Committee and DH recommendations, to the EXAD for review by the CEHD T&P Review Committee and Dean.
17. If an offer is to be made, the department Administrative Business Assistant (ABA) completes the Approval of Offer form in consultation with the DH. (Note, however, that information on demography of the applicant pool **is not** provided at this time—see 7 above). The DH prepared an offer letter. The Approval of Offer packet is submitted to the Dean's office for review by the SABA and ADFA and approval by the Dean. Effective June 1, 2002, unless the appointment involves tenure upon arrival or an annual salary in excess

of \$100,000, an offer can be made to the individual with the approval of the Dean (i.e., Dean of Faculties approval is not required).

18. If no offer is made or the offer is not accepted, DH, in consultation with SC and Dean, decides whether to invite another candidate, or continue, reopen, or close the search.

19. At the conclusion of the search, CC or DH forwards applicant spreadsheet to the Dean of Faculties as specified in *Affirmative Action Plan reporting and Approval of Offer Packets*.

20. All records relating to the search process must be kept in the department for at least two years.

Search committee members are encouraged to review the Dean of Faculties and Associate Provost hiring guidelines which are found at

http://dof.tamu.edu/sites/default/files/hiring/Faculty_Hiring_Process_Guidelines.pdf

Faculty Search Procedure Checklist
Approved by Dean's Council – October 7, 2013

SC Chair Initial	Date	
_____	_____	DH obtains permission from Dean to begin search.
_____	_____	DH forms a Search Committee.
_____	_____	Committee Chair arranges for Search Committee to meet with Executive Associate Dean to discuss recruitment procedures and the pursuit of excellence and diversity.
_____	_____	Search Committee writes a position announcement and develops a recruitment plan; both are submitted through the DH to the ExAD for approval.
_____	_____	Submit composition of Search Committee through DH to the ExAD for approval.
_____	_____	Position announcement is uploaded in the DOF hiring portal
_____	_____	Committee Chair sends the approved position announcement to appropriate advertising outlets. <u>Tear sheets from the actual ads placed, as well as tracking of all means of advertisements or notifications, i.e., names of listserves, contacts at professional meetings, newsletters, etc. must be kept in files as documentation required in Approval of Offer packet.</u>
_____	_____	SC members make personal contacts to seek highly qualified applicants.
_____	_____	As applications are received, Committee Chair or DH sends each applicant a copy of the self-identification form and enters each applicant into the Dean of Faculties applicant log for reporting purposes.
_____	_____	Committee Chair informs DH who informs the Dean about the characteristics of the pool. If the DH and Dean approve, the Search Committee can begin the process of narrowing the set of candidates.
_____	_____	Search Committee makes recommendation to DH regarding candidates to be invited for interviews and DH seeks Dean's approval of candidates.
_____	_____	Search Committee develops itinerary for each visiting candidate.
_____	_____	After visit(s), Search Committee polls faculty regarding candidate(s) and meets to review responses received and render its recommendation to DH.
_____	_____	DH meets with ExAD regarding possible offer. If offer includes recommendation for tenure, Department T&P Review Committee must meet to review the completed dossier and vote. External letters must be sought for the T&P reviews. DH then forwards candidate's file and Department T&P Review Committee recommendation to ExAD for review and approval by the CEHD T&P Committee and the Dean.
_____	_____	If an offer is to be made, the department submits an Approval of Offer packet to the Dean's office for approval. Approval of offer must include "Verification of Degree" form signed by the offeree.
_____	_____	If no offer is made or the offer is not accepted, the DH, in consultation with the Search Committee and ExAD, decides whether to invite another candidate, to continue, reopen, or close the search.
_____	_____	At the conclusion of the search, the Committee Chair or DH forwards applicant spreadsheet to the Dean of Faculties as specified in Affirmative Action Plan Reporting and Approval of Offer Packets.

This procedure is described in greater detail in "Procedures for Faculty Recruitment in the College of Education: Department Head, Search Committee, and Committee Chair Responsibilities" (Revised October, 2013)