

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

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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 \(12.99.99.M1\)](#) and [TAMU Recruitment and Retention for Faculty Diversity: A Handbook for Search Committees](#).

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. This log can now be obtained through the faculty interfolio search module by requesting the Dean of Faculties. Search procedures should confirm to the [University’s AAP](#).

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

1. Department Head (department head) 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. Department head forms a Search Committee (search committee). Although students and staff may be included on the search committee, 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 be included where appropriate. Every search committee should reflect the priority placed on recruitment for diversity and excellence in the CEHD and TAMU in its deliberations and actions. Each search committee 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 the Strategies and Tactics for Recruiting Inclusive and Diverse Faculty (STRIDE) 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 required to attend these workshops. Requests for faculty searches will be approved upon completion of required training.

4. Search committee 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 department head, and by the department head 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.
5. The position announcement and marketing plan are then forwarded to the Associate Dean for Faculty Affairs for approval. Upon the Associate 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.
6. Using the recruitment plan as a guide, committee chair 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.
7. Search committee 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.
8. Committee chair informs department head, who informs the Dean, about the characteristics of the pool. The Dean must certify the pool before the search committee begins the process of narrowing the set of candidates considered in the search. Search committee 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*.
9. Committee chair submits a list of eligible candidates to the department head 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 search committee prior to the interview invitation(s) being issued.
10. Phone or video interviews are conducted with the initial list of candidates after which the search committee meets to review information and impressions collected and makes recommendation to department head regarding candidate(s) to be invited for on-campus interviews.

11. Department head informs Dean of characteristics of shortlist and seeks Dean's approval of candidate(s) to be invited for interviews.
12. Committee chair develops itinerary for each visiting candidate, reaching out to faculty and students with related interests inside and outside the department. Committee chair works with the department head and CEHD Communications Specialist to publicize the research presentation and reception. Itinerary should include a visit with the Dean (or Dean's representative), and include diversity networks as appropriate.
13. After visit(s), search committee polls faculty regarding candidate(s) and meets to review the responses received and render its recommendation to department head. Department head 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 department head reviews the candidate's credentials and the Department T&P Review Committee recommendation and vote and prepares a recommendation regarding tenure. The department head forwards the candidate's file, including the Department T&P Review Committee and department head recommendations, to the Office for Faculty Affairs for review by the CEHD T&P Review Committee and Dean.
14. If an offer is to be made, the department Business Administrator completes the Approval of Offer form in consultation with the department head. (Note, however, that information on demography of the applicant pool **is not** provided at this time—see 7 above). The department head prepared an offer letter. The Approval of Offer packet is submitted to the Dean's office for review by the CEHD HR Liaison and Assistant Dean for Finance and approval by the Dean. 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).
15. If no offer is made or the offer is not accepted, department head, in consultation with search committee and Dean, decides whether to invite another candidate, or continue, reopen, or close the search.
16. 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

#### Links to resources

- TAMU Faculty Recruitment Procedures (12.99.99.M1)  
<http://rules-saps.tamu.edu/PDFs/12.99.99.M1.pdf>
- TAMU Recruitment and Retention for Faculty Diversity: A Handbook for Search Committees  
[http://dof.tamu.edu/dof/media/PITO-DOF/Documents/Guidelines/handbooks/search\\_comm\\_handbook.pdf](http://dof.tamu.edu/dof/media/PITO-DOF/Documents/Guidelines/handbooks/search_comm_handbook.pdf)
- University's AAP  
<http://employees.tamu.edu/media/267791/800AAP.pdf>
- Dean of Faculties and Associate Provost hiring guidelines  
[http://dof.tamu.edu/dof/media/PITO-DOF/Documents/Guidelines/hiring/guidelines\\_for\\_hiring\\_faculty.pdf](http://dof.tamu.edu/dof/media/PITO-DOF/Documents/Guidelines/hiring/guidelines_for_hiring_faculty.pdf)