



TEXAS TECH UNIVERSITY®

# FACULTY SEARCH COMMITTEE CHAIR BRIEFING

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Division of Diversity, Equity & Inclusion



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In conducting a faculty search, the following characteristics should be paramount:

**CONSISTENCY  
TRANSPARENCY  
EQUITY**

Remind your Committee often that hiring discussions are, by law, **CONFIDENTIAL!**



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# **FACULTY HIRING IS GOVERNED BY A POLICY – TEXAS TECH OPERATING POLICY & PROCEDURE 32.16**

- Job announcements must be approved in advance**
- Searches must be certified before candidates are invited to campus**

**PROCEDURAL ERRORS WILL BE REPORTED TO THE DEAN, THE PROVOST, AND THE EEO OFFICE.**



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# Texas Tech Operating Policy and Procedure 32.16 – Faculty Recruitment Procedure

1.e.

(1) “Diversity”

(2) “Minoritized Candidates”



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# Job Announcement

## 2.a.(2)

- “Candidates who have very strong records of scholarship supported by extramural funding and who have the proven capacity or clear potential to bring externally sponsored research to Texas Tech University are encouraged to apply.”
  - With approval of the Provost Office, language may be altered slightly to reflect disciplinary specificity.
- “Service duties include program-building, as well as commitment to extra-curricular activities. Service to the department, college, and university is expected.”
- Include approved Affirmative Action/EEO language



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- ▶ “*Position will remain open until filled*” → Not optimal language
- ▶ “Submission of applications preferred by (date)”
- ▶ Review of applications will begin on (date)”
- ▶ **Decide ahead of time when (or if) you are going to close the search before certification.**
  - HR can close the search at any time, upon request.



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# Recommended Language

- ▶ Under “Qualifications”
  - “A demonstrated and ongoing commitment to serving diverse populations”
- OR
- ▶ Under “Preferences”
  - “Experience working with diverse student populations and first-generation students is highly desirable”



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# Required Language

2.a.(3)

All faculty job ads must include the following statement:

“Texas Tech University is a Hispanic-Serving Institution (HSI)”



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# Minimum Posting Time

## 2.a.(5)

Except as authorized by the VPDEI in writing, a faculty job announcement must be posted electronically to the Texas Tech Careers website and another national outlet (*e.g., website, magazine, newspaper*) for a period of **at least four (4) weeks** before a faculty search can be submitted for certification.



# Search Committee

## 2.a.(6)

The search committee should be comprised of **at least three (3) faculty members** and should strive to include at least one female and at least one minoritized person.

- A Committee may choose to invite faculty from other related departments/colleges to participate on the Committee, as needed.
- Committee composition is subject to review during the certification process



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# Required Committee Training

## 2.a.(7)

Before taking any action as a member of a Faculty Search Committee for any open faculty position, a member of a Faculty Search Committee must have completed a Faculty Search Committee Workshop hosted by the Office of Institutional Diversity.

- Refresher course required every five (5) years



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# External Search Firms

## 2.b.

With prior written approval from the PSVP, an external third-party professional search firm may be used to supplement the search procedure.

- If an external search firm is used, a representative of the search firm must attend a Faculty Search Committee Chair briefing.



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# FEDERAL AFFIRMATIVE ACTION REQUIREMENTS

- ▶ A central premise underlying Affirmative Action is that, absent discrimination, over time, an employer's workforce generally will reflect the gender, racial and ethnic profile of the labor pools from which the employer recruits and selects employees.
- ▶ Executive Order No. 11246 requires federal contractors that employ more than 50 employees and receive more than \$50,000 in federal funds, which includes Texas Tech University, to have an Affirmative Action Plan and make **good faith efforts** to meet Affirmative Action goals.
- ▶ AA Plan obligations include good faith efforts to create diverse pools of applicants for open faculty positions. Goals and timetables are part of the requirements of an AA Plan for women and persons of color.



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**FAILURE TO MEET AFFIRMATIVE ACTION  
GOALS COULD RESULT IN THE  
ASSESSMENT OF MONETARY  
PENALTIES AND THE LOSS OF FEDERAL  
FUNDING FOR RESEARCH AND OTHER  
ACADEMIC ACTIVITIES**



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## BEFORE THE SEARCH

- 1) Search Committee Chair contacts Office of VPDEI for briefing on OP 32.16, affirmative action, and EEO procedures**
- 2) Department generates a requisition**
- 3) Job announcement is uploaded to the requisition**
- 4) Requisition is routed through applicant tracking system for approvals**
  - Office of VPDEI reviews and approves job announcement uploaded to the requisition**
  - Provost Office reviews and approves requisition**
- 5) Once approved, HR Talent Acquisition opens and posts requisition to the Texas Tech Careers website**



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## BEFORE THE SEARCH

- 6) Committee begins to fill out **ATTACHMENT A – Faculty Recruitment Procedure Checklist**
  - Must fill out completely and maintain an electronic copy for three years
- 7) Committee Chair prepares **ATTACHMENT B – Hiring Screening Matrix**
  - Compares each candidate's qualifications with those stated in the position description
  - Qualifications for position should appear in the matrix, and scores for each qualification may be weighted if Committee decides that weighting is appropriate
  - Search Committee Chair must compile a Committee matrix to be uploaded to the requisition



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## DURING THE SEARCH

- 8) Committee must carefully review its search procedures to ensure that applicants from all groups have been fairly considered
  - Committee must be pro-active in creating a diverse pool of exceptional candidates
- 9) After the first screening round and after optional phone/Skype interviews, but before scheduling on-campus interviews, **the search process must be certified**  
(A review of Committee's efforts to recruit qualified minoritized candidates and other diverse applicants to apply for the open position)
  - Failure to comply with this step will result in notification to Academic Dean, the Provost, and the EEO Office and the issuance of a Letter of Procedural Error



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## DURING THE SEARCH

- a) Chair must upload Committee matrix to the requisition.  
\* highlight or put an asterisk next to the names of the candidates you want to bring to campus for interviews
- b) Chair must complete and route the **Faculty Addendum Form** in the applicant tracking system. This form includes demographic information on search committee members and information on online and other resources used to advertise the position to women and minoritized candidates.
- c) Committee's search will not be certified unless the Committee demonstrates it has exhausted *all reasonable efforts* to diversify its applicant pool before on-campus interviews are conducted for the position.



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# Veterans' Employment Preference

- ▶ S.B. 805 (2015) establishes a VEP in hiring for
  - (1) veterans;
  - (2) veteran's surviving spouse who has not remarried;
  - (3) orphan of a veteran killed on active duty.
- ▶ If total number of persons interviewed is 6 or less, must interview at least one person qualified for the VEP
- ▶ If more than 6 persons interviewed for an open position, at least 20% of the total number of persons interviewed must be qualified for the VEP



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## DURING THE SEARCH

10) After the search has been certified, the Committee must continue to monitor materials posted online and carefully review its search procedures to ensure that all applicants from all groups have been fairly considered during the screening process.

*Recommended: Develop campus itinerary for interviewees*

*Recommended: Develop standardized interview proposal and questions*

11) Candidates are invited to and interviewed on campus

- Finalists for Full Professor may also be interviewed by PSVP or PSVP representative
- Complete reference checks, including social media/online background review

12) The Finalist is referred to Dept. Chair/Dean/Provost



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## AFTER THE SEARCH

- 13) A copy of **ATTACHMENT C** should be completed and forwarded to the PSVP or Provost designee if a minoritized candidate rejects an offer of employment and the reasons for that decision are known.
  
- 14) Exception to the search process for Strategic Hires – OP 32.16, sec. 3



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## 15) Exception to the search process for spousal/domestic partner hires – OP 32.16, sec. 4

- ▶ **Spousal Accommodation** – on limited occasions and with the authorization of the PSVP and the Dean
  - Spouse can be hired so long as either the President or the PSVP approves such condition prior to the extension of the offer letter
  - Can be agreed to for a specified timeframe at the time of candidate's hire **even if no position for the candidate's spouse/partner is currently open**
  - Even if not agreed to at the time of candidate's hire, may still be available on a case-by-case basis
  - **Must be included in the candidate's offer letter**



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## AFTER THE SEARCH

- 16) Follow college/department offer process and extend offer to candidate outside of the system
- 17) After negotiations have concluded and candidate has accepted the offer, request official Offer Letter from the Provost Office – **ATTACHMENT D**
- 18) Add and complete the Offer Outline Form in the applicant tracking system for the successful candidate
- 19) Only the Provost can offer an official Letter of Appointment to the selected candidate. This letter is created in the applicant tracking system.



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## AFTER THE SEARCH

- 20) Attach digital offer letter packet to ePAF
  - a. signed college offer letter
  - b. CV
  - c. transcripts
  - d. job description
  - e. *Certification of Faculty Qualifications*
- 21) Departments must retain an electronic record of faculty recruitment activities for a period of up to three years from the time of appointment.
- 22) At the conclusion of the search process, Search Committee Chair should submit to the VPDEI Office a copy of completed Attachment A.



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