



TEXAS TECH UNIVERSITY

Operating Policy and Procedure

OP 32.16: Faculty Recruitment Procedure

Date: November 8, 2021

PURPOSE: The purpose of this Operating Policy/Procedure (OP) is to standardize and enable enforcement of faculty recruitment processes.

REVIEW: This OP will be reviewed in August of even-numbered years by the Senior Vice Provost or Provost designee and the Managing Director of the Office of the Equal Opportunity (EO) with substantive revisions presented to the Provost and Senior Vice President (PSVP) and the Vice President for Diversity, Equity & Inclusion (VPDEI).

POLICY/PROCEDURE

1. Policy

a. Policy Statement

Texas Tech University (TTU or Texas Tech) is committed to teaching and the advancement of knowledge. It is the mission of Texas Tech to provide the highest standards of excellence in higher education, foster intellectual and personal development, and stimulate meaningful research and service to humankind. To realize these goals, it is the policy of TTU to identify, recruit, and select highly qualified and diverse faculty.

b. Objective

The objective of this policy is to standardize and enable enforcement of faculty recruitment processes in order to employ an outstanding and diverse workforce. To accomplish this objective, TTU shall conduct thorough searches that include the active recruitment of qualified women, minoritized candidates, protected veterans, and individuals with disabilities.

c. Legal Basis

The task of building a truly diverse community requires a comprehensive affirmative action program (AAP), as do federal mandates. TTU has developed an AAP that meets the requirements of [Executive Order 11246](#) and [Department of Labor's Office of Federal Contract Compliance Program \(OFCCP\) Title 41 C.F.R. § 60](#). As a federal contractor and recipient of federal funds, TTU is subject to the requirements for federal contractors under Executive Order 11246 and OFCCP implementing regulations.

d. Application

This policy applies to open positions for professor, associate professor, assistant professor, professor of practice, associate professor of practice, assistant professor of practice, research

professor, associate research professor, assistant research professor, visiting professor, visiting associate professor, visiting assistant professor, archivist, associate archivist, assistant archivist, librarian, associate librarian, and assistant librarian at Texas Tech University. Although the specific procedures set out below are not required for other faculty titles such as instructors or lecturers, these positions must nonetheless be posted, at a minimum, on the TTU website and open to multiple applicants. This policy applies to spousal/partner hires only as provided by section 4.

e. Definitions

(1) Diversity

The term “diversity” includes the traditional categories of race, gender, persons with disabilities, and other non-traditional categories. In the latter, the department may interpret diversity to mean hiring individuals with different degrees, college affiliations, or education both from within and outside academia.

(2) Minoritized Candidates

The term “minoritized” recognizes that individuals are positioned into minority status only in given contexts and by marginalizing and oppressive processes that sustain the overrepresentation and dominance of historically privileged social identities.* Minoritized candidates are individuals from those groups of faculty candidates who are insufficiently or inadequately represented at TTU based on sex, race, color, or national origin relative to their numbers in the population of current faculty.

(3) Equal Employment Opportunity

In compliance with state and federal law, [Texas Tech University System Regulation 07.09, Equal Employment Opportunity Policy and Affirmative Action Program, OP 40.01, Equal Employment Opportunity Policy and Affirmative Action Program, and OP 40.04, Access for Individuals with Disabilities](#), TTU will not discriminate against any applicant for employment because of sex (including pregnancy), race, color, national origin, religion, age, disability, protected veteran status, genetic information, sexual orientation, gender identity, gender expression, or any other legally protected category, class, or characteristic.

(4) Affirmative Action

As a federal contractor, Texas Tech University is mandated to eliminate discrimination in its selection and hiring practices. Therefore, TTU, through its comprehensive AAP, has standardized and enforced its steadfast commitment to faculty recruitment and hiring processes that ensure the richness and diversity that characterize the demography of our state. However, TTU will not accomplish this goal by using “quotas” or adopting any process or practice that contradicts or violates the spirit of its EEO policies. As an EEO/Affirmative Action institution, TTU, instead, will meet its goals by using all reasonable efforts to increase the number of qualified minoritized candidates or otherwise diverse applicants in its hiring pools. From that process, TTU will select the

* Javier Pérez Casado, “Everyday Resistance Strategies by Minoritized Faculty,” *Journal of Diversity in Higher Education*, 12, no. 2, (June 2019): 170–79, <http://dx.doi.org/10.1037/dhe0000090>.

most qualified applicant for the academic position without regard to sex (including pregnancy), race, color, national origin, religion, age, disability, protected veteran status, genetic information, sexual orientation, gender identity, gender expression, or any other legally protected category, class, or characteristic.

2. Procedure

a. Before the Search

- (1) At the beginning of a dean-authorized faculty search, the department's chair or his/her designee will appoint a Search Committee Chairperson.
- (2) The Search Committee Chairperson shall then submit a position description and job announcement to the Texas Tech Careers website for review and approval by the Office of the VPDEI or VPDEI designee. The VPDEI or VPDEI designee will respond to these submissions within two (2) working days in order to facilitate the short timelines necessary for the hiring process.

For a job announcement to be approved by the VPDEI or VPDEI designee, language appropriate to the position with respect to obligations in teaching, research, seeking outside research funding, and providing service to the department, TTU, and the community should be included. Further, the proposed announcement must contain a statement that TTU is an EEO and Affirmative Action employer. The following EEO/AA language is required:

As an Equal Employment Opportunity/Affirmative Action employer, Texas Tech University is dedicated to the goal of building a culturally diverse faculty committed to teaching and working in a multicultural environment. We actively encourage applications from all those who can contribute, through their research, teaching, and/or service, to the diversity and excellence of the academic community at Texas Tech University. The university welcomes applications from minoritized candidates, women, protected veterans, persons with disabilities, and dual-career couples.

In accordance with the university's strategic priority to "educate and empower a diverse student body," either or both of the following phrases are recommended to be included in a job announcement: 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."

- (3) All faculty job ads must state that "Texas Tech University is a Hispanic-Serving Institution (HSI)."
- (4) With approval of the VPDEI or VPDEI designee, approved job announcements may include more than one open faculty position; however, only identical faculty positions may share the same identification number. Different open faculty positions within the same job announcement must each have a unique identification number.
- (5) Except as authorized in writing by the VPDEI, a 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 under OP 32.16, section 2.c.(1).

- (6) The Search Committee should be comprised of at least three faculty members, and should strive to include at least one female and at least one minoritized person as defined by section 1.e.(2) of this policy, provided that the Committee appointments do not create an excessive service commitment for any individual faculty member. Should the suggested personnel not be available, a Committee may choose to invite faculty from other related departments/colleges to participate on the Committee, as needed.
- (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 (OID). That workshop shall be offered either in-person or on the OID website, with attendance recorded by the OID. To remain eligible to serve as a member of a search committee, members are required to complete a refresher course every five (5) years. The refresher course shall last no longer than half the duration of the main workshop.
- (8) If the Search Committee Chairperson has not attended a briefing in the prior 18 months, the Search Committee Chairperson shall contact the Office of the VPDEI for a Search Committee Chair briefing on affirmative action and EEO procedures.
- (9) The Search Committee Chairperson shall complete and maintain 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.
- (10) The Search Committee Chairperson will prepare a screening matrix that compares each candidate's qualifications with those stated in the position description (see example at https://www.depts.ttu.edu/opmanual/OP32.16_TTUSTaffMatrix.pdf). Attachment B is a sample selection matrix. Each stipulated qualification for the position should appear on the matrix, and scores for each qualification may be weighted if the Search Committee determines that weighting is appropriate.

b. Use of External Search Firm

- (1) With prior written approval from the PSVP, an external third-party professional search firm may be used to supplement the search procedure outlined in subsection a. above.
- (2) If an external third-party professional search firm is used, a representative of the firm must attend a Faculty Search Committee Chair briefing required by section 2.a.(8). Additionally, the firm must collect and report the demographic data on all candidates who have applied for the open faculty position.

c. During the Search

- (1) Before the Faculty Search Committee invites any candidates to campus for interviews, the search process must be certified. Administrative certification is a review of search efforts to recruit qualified minoritized candidates and other diverse applicants to apply for the open position.

To certify the search, the Faculty Search Committee Chairperson must first upload a copy of the Committee matrix—including the first and last names of each candidate and a designation of which candidate(s) the Committee would like to bring to campus for interviews—to the online Texas Tech Careers website. The Faculty Search Committee Chairperson must also fully complete the online Faculty Addendum Form, including (a) the length of time the faculty job was advertised in each publication or website and (b) a comprehensive list of resources targeted at diverse candidate populations used to advertise the open faculty position. The VPDEI and the EEO Office will then review the search effort and the applicant pool. Certification must be completed within five (5) working days of the receipt of the Search Committee's request to interview selected candidates.

The search will not be certified unless the committee demonstrates that it has exhausted all reasonable efforts to diversify its applicant pool before any candidate is invited to campus for interviews.

- (2) After the search has been certified, the Committee will continue to monitor materials posted online and carefully review its search procedures to ensure that applicants from all groups have been fairly considered during the application process.
- (3) During the selection period, the Committee may schedule interviews between finalists for full professor positions and a representative of the PSVP (usually the Senior Vice Provost).

d. After the Search

- (1) After the search, the department chair or dean of the college will send an unofficial offer letter and proposed startup packet, if applicable, to the PSVP and to the Office of the Vice President for Research & Innovation for approval. Once the draft offer is approved, the department chair or dean will send the detailed but unofficial offer to the chosen candidate.
- (2) When the dean or department chairperson receives the signed unofficial college offer letter, the department chairperson, appointee, or area coordinator will be responsible for obtaining official transcripts for all degrees earned, current vitae, and an approved background check. The department will submit all documents to the college dean's office to request an official offer letter from the PSVP.
- (3) The dean or dean's appointee will submit a *Request for Official Offer Letter* (Attachment D) to the PSVP, together with all requested documents.
- (4) When the dean and department chairperson receive a signed official offer letter from the PSVP, the department chairperson's designee will submit an *electronic Personnel Action Form* (ePAF) and ensure that approval routing includes the department chair, dean, and the PSVP.
- (5) The Search Committee's completed *Faculty Recruitment Procedure Checklist* (Attachment A) should be submitted to the PSVP.
- (6) By the time of appointment, Human Resources must have received an electronic copy of the appointee's official transcripts, curriculum vitae, approved background check,

and proof of authorization to work in the United States, along with the ePAF. Original official transcripts for all tenure-track and tenured faculty must be filed with the PSVP.

- (7) Departments 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.
- (8) Attachment C should be completed and forwarded to the Equal Opportunity Office if a candidate rejects an offer of employment and the reason(s) for that decision is known.

3. Exception to the Search Process for Strategic Hires

On limited occasions, with the authorization of the PSVP and dean of the college involved, an opportunity may arise to hire an extraordinarily talented faculty member (typically one who is a nationally recognized scholar in their field), therefore presenting a need to truncate the search process. The opportunity may be evident during a routine faculty search, through professional channels, or from the individual expressing an interest. In such cases, the department wishing to hire the faculty member must request an exception to established search procedures to move forward with the hire. The request will need to be substantiated by providing convincing evidence of the candidate's qualifications and accomplishments and how the candidate's hire will advance a strategic interest or goal of the university. The written request for a truncated search and supporting documentation are to be routed to the dean, the PSVP, and ultimately, to the President for approval.

4. Exception to the Search Process for Spousal/Partner Hires

On limited occasions, with the authorization of the PSVP and the chief administrators or deans of the departments or colleges involved, an opportunity may arise to hire an extraordinarily talented faculty or staff member whose spouse or partner is also a qualified faculty or staff candidate. In such situations, no competitive search will be required if an individual's letter of offer, employment, or retention agreement includes a requirement that, as a condition of the individual's acceptance, TTU will hire their spouse or partner, so long as either the President or the PSVP approves such condition prior to the extension of the letter of offer, employment, or retention agreement. See [OP 70.03, Staff Recruitment](#), for staff recruitment policies and procedures.

If a position is not available to the spouse/partner concurrent with the appointment of the primary faculty or staff candidate, either because the spouse/partner is not yet qualified for the position (i.e., pursuing the required degree) or no such position is open, a dual-hire accommodation may be arranged (and included in the offer letter) in anticipation that an opportunity for the spouse/partner will arise within a specified timeframe after the primary candidate is appointed.

If a dual-hire accommodation was not negotiated as a condition of hiring the primary faculty or staff candidate, post-hire consideration of accommodating spouse or partner employment may occur on a case-by-case basis. Similarly, non-faculty appointments (e.g., post-doctoral research appointments or high-level staff positions) will be considered on a case-by-case basis, consistent with [OP 70.03, Staff Recruitment](#).

Documentation for a non-competitive hire of a spouse or partner must include a standard request for consideration of a spousal accommodation (available from the Office of the Provost) and must

contain a copy of the spouse's or domestic partner's letter of offer, employment, or retention agreement specifying that, as a condition of the individual's acceptance, TTU will hire their spouse/partner. Funding for approved spousal accommodations is provided from central administration resources for a period of up to two years, with college/unit funding required to continue employment thereafter.

[Attachment A: Faculty Recruitment Procedure Checklist](#)

[Attachment B: Sample Hiring Screening Matrix](#)

[Attachment C: Memo to the Office of the Provost re: Affirmative Action Information](#)

[Attachment D: Request for Official Offer Letter](#)

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 number (T#) using Position Requisition Form (confer with TTU Human Resources Office)
- c. ☐ Designated an individual to serve as Search Committee Chairperson
_____ (name)
- d. ☐ Search Committee Chairperson attended required Faculty Search Committee Chair briefing within the last 18 months
- e. ☐ Selected Search Committee (at least three faculty members)
 - ☐ includes at least one woman
 - ☐ includes at least one minoritized person (from within or outside of department)
- f. ☐ All Search Committee members attended Faculty Search Committee Workshop within the last five (5) years
- g. ☐ Committee prepared position description/job announcement 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
 - (6) ☐ Included language regarding obligations to seek outside research funding and provide service to the department, TTU, and the community
 - (7) ☐ Included required HSI language
 - (8) ☐ Included required EEO/AA language
- h. ☐ Search Committee Chairperson submitted position description and job announcement to the HR website for review and approval by the Office of the Vice President for Diversity, Equity & Inclusion (VPDEI)
- i. ☐ Established file for the vacancy and kept filed information and application available only to those involved in the search process
- j. ☐ Constructed a hiring screening matrix for comparing candidate qualifications to requirements listed in job advertisements
- k. ☐ If external search firm used, obtained prior written approval from the Provost

2. During the Search

a. Recruitment

() Advertised the vacancy to broaden the candidate pool:

- (1) () Placed ads on Texas Tech Careers website and another national outlet (e.g., website, magazine, newspaper) for a period of at least four (4) weeks
- (2) () Sent letters/emails to institutions known to have significant numbers of minoritized faculty and students (listed institutions on Faculty Addendum Form)
- (3) () Sent letters/emails to other sources—industries, institutes, agencies that have significant numbers of women, minoritized candidates, or other protected groups (listed on Faculty Addendum Form)
- (4) () Posted job ad on websites from the list of Faculty Diversity Resources (listed on Faculty Addendum Form)
- (5) () Searched for candidates through The National Registry of Diverse & Strategic Faculty, as well as other databases on the list of Faculty Diversity Resources (listed on Faculty Addendum Form)

b. Screening

- (1) () Used hiring screening matrix to guide application evaluation process
- (2) () Gave full and equal consideration to each candidate who possessed minimum qualifications listed in the position description
- (3) () Justified and uniformly applied any weights
- (4) () Did not use any “hidden factors”
- (5) () Prepared Committee matrix, identifying candidates to be invited to campus for interviews, for review by the Office of the VPDEI and the EEO Office

c. Certification of Search Process

- (1) () Uploaded Committee matrix to the HR website
- (2) () Completed Faculty Addendum Form: Included information on Search Committee membership, databases referenced, and websites/publications where job ads were placed, on the HR website for the Office of the VPDEI and the EEO Office to review the candidate pool
- (3) () Upon determining that all qualified candidates were properly considered for the position, the Office of the VPDEI and the EEO Office certified the search; **or**
- (4) () If the search efforts did not produce sufficient numbers of any qualified minoritized candidates, demonstrated that the Committee exhausted all reasonable efforts to diversify the candidate pool before selected candidates are invited to campus for interviews

d. Interview

- (1) () Asked only questions that were job-related, limited to the position description, and neutral in character
- (2) () Asked each candidate the same basic set of questions
- (3) () Informed candidates that they will be notified of the selection process results

e. Selection

- (1) ☐ Did not consider factors unlisted in the position description during selection
- (2) ☐ Did not give undue weight to candidate over-qualification or exceeding minimum and desirable requirements
- (3) ☐ Selected candidate that satisfied minimum requirements of position description
- (4) ☐ Selected candidate that possessed balanced profile regarding desirable requirements (if in the position description)
- (5) ☐ Salary and rank offerings were equal for all candidates 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, candidate's previous salary, and other relevant factors

3. After the Search

Record Keeping

- a. ☐ Committee Chairperson will retain following records in department for three years following appointment:
 - (1) ☐ CV of successful candidate
 - (2) ☐ Copy of job description/position requirement
 - (3) ☐ Copy of interview questions/itinerary
 - (4) ☐ Copy of completed Evaluation Matrix/Voting results
 - (5) ☐ Copy of final offer letter/rejection letter, as appropriate
 - (6) ☐ Copy of completed Checklist (Attachment A), and
 - (7) ☐ Reasons for the ranking/rejection of potential candidates, if applicable
- b. ☐ Department will retain records of candidates as references during subsequent vacancy searches
- c. ☐ Department chairperson and dean follow procedures for obtaining, verifying, and filing faculty appointees' transcripts and other official records
- d. ☐ Have explained any deviations or exceptions to the above on added sheets

Committee Chairperson Name (Printed): _____

Committee Chairperson Signature: _____

Date Completed: _____

[illegible]

Attachment B
OP 32.16
8/28/14

MEMORANDUM

DATE: _____

TO: Senior Vice Provost & Provost /Senior Vice President

FROM: Department of _____

SUBJECT: Affirmative Action Information Position (T#) Number: _____

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:

<u>NAME</u>	<u>REASON FOR REJECTION BY APPLICANTS</u>
_____	_____
_____	_____
_____	_____

SUBMIT COMPLETED FORM TO HR TALENT ACQUISITION OFFICE