**Chair and Director Hiring AA/PPS No. 04.01.04**

**Issue No. 4**

**Effective Date: 02/26/2024**

**Next Review Date: 05/01/2029 (E5Y)**

**Sr. Reviewer: Provost and Executive Vice President for Academic Affairs**

**POLICY STATEMENT**

*Texas State University is committed to recruiting and retaining distinguished faculty.*

1. **BACKGROUND**

01.01 The recruitment of new faculty members is among the most important endeavors of Texas State University. To this end, the university is committed to hiring well-qualified faculty members who will serve as department chairs or school directors and will take the necessary steps to ensure that applicant pools are robust.

01.02 This policy outlines the process followed to secure, with the resources available, the services of the best-qualified persons for these vacancies and supports an effective shared governance system. This policy provides guidelines to assist units in developing search committees and conducting and documenting the process leading to the employment of chairs or directors. All searches are implemented utilizing the [Faculty Recruitment Toolbox](https://facultyresources.provost.txstate.edu/recruitment/toolbox.html) developed by Faculty and Academic Resources.

01.03 Chairs and directors are administrative officers of the university, and selection is ultimately the responsibility of the president. The provost and executive vice president for Academic Affairs (EVPAA) shares this responsibility. Because the quality of one academic program inevitably impacts the quality of others, the general faculty and especially faculty in affected departments and schools also have a legitimate interest in the selection of chairs and directors.

01.04 The university's recruitment of faculty is processed through the online recruiting and hiring system (online system). This fully automated system includes email notifications, routing, approvals, and document retention. The online system allows for the review and evaluation of applications from any device with internet access.

01.05 Confidentiality is an important factor for ensuring the integrity of the recruiting and hiring process. Search committee members, along with other faculty, staff, and administrators with any official role in the process, must maintain boundaries of confidentiality and privacy before, during, and after the hiring process is complete. The provost and EVPAA, dean, and search committee chair are responsible for setting and communicating these expectations.

**02. EQUAL EMPLOYMENT OPPORTUNITIES**

02.01 Texas State is committed to ensuring all candidates for administrative positions are afforded an equal opportunity for consideration and to full compliance with Titles [VI](https://www.justice.gov/crt/fcs/TitleVI-Overview) and [VII](https://www.eeoc.gov/laws/statutes/titlevii.cfm) of the Civil Rights Act of 1964 as amended, [Civil Rights Act of 1991](https://www.eeoc.gov/laws/statutes/cra-1991.cfm), [Executive Order 11246](https://www.dol.gov/ofccp/regs/statutes/eo11246.htm) and its amendments, [Equal Pay Act](https://www.eeoc.gov/eeoc/publications/fs-epa.cfm), [Age Discrimination in Employment Act](https://www.eeoc.gov/laws/statutes/adea.cfm), [Section 503 of the Vocational Rehabilitation Act of 1973](https://www.dol.gov/ofccp/regs/compliance/section503.htm), [Vietnam Era Readjustment Act of 1974](https://www.dol.gov/ofccp/regs/statutes/4212.htm), [Military Veterans’ Full Employment Act, Chapter 657](https://statutes.capitol.texas.gov/Docs/GV/htm/GV.657.htm), [Pregnancy Discrimination Act of 1978](https://www.eeoc.gov/laws/statutes/pregnancy.cfm), [Immigration Reform and Control Act of 1986](https://www.congress.gov/bill/99th-congress/senate-bill/1200), the [Americans with Disabilities Act Amendments Act of 2008](https://www.eeoc.gov/statutes/americans-disabilities-act-amendments-act-2008), and [The Texas State University System (TSUS) policies](https://www.tsus.edu/about-tsus/policies.html) for maintaining and reporting of employees.

**03. PROCEDURES FOR POSITION AUTHORIZATION AND FUNDING**

* 1. All positions, existing and new, will be allocated and authorized based on strategic planning goals, departmental needs, and available funding. Funding for all existing positions will be authorized through the annual budget cycle.

03.02 New multi-year term, tenure-track, or tenured faculty positions will be authorized by the provost and EVPAA. Funding for these positions will be added to a department’s budget at the time of hire. When a budgeted position becomes vacant, that position and the funding will be recaptured by the provost and EVPAA. The department must request approval to retain the position and fill the vacancy ([Request for Authorization of Faculty Position and Salary Funding form](https://facultyresources.provost.txst.edu/forms.html)). Permanent funding for the replacement will be added to the departmental budget at the time of hire.

**04. PROCEDURES FOR INTERNAL SEARCH FOR CHAIRS AND DIRECTORS**

04.01 Although the appointment of a chair or director is the prerogative of the president, as a part of Texas State's policy to encourage the professional development of faculty members, the university selects chairs or directors from current Texas State faculty whenever practical.

1. When a dean knows of a pending vacancy for a chair or director, the dean and the provost and EVPAA will discuss the current profile of the department to determine whether circumstances warrant a national search. Factors that should be considered in this discussion include, but are not limited to:
2. the need for additional faculty in the department;
3. the likelihood of identifying one or more strong internal candidates in the department; and

\*3) the impact that limiting the search to internal candidates will have on opportunities for attracting persons with varied experiences and backgrounds into chair or director positions.

b. If the decision is made to review internal candidates before conducting a national search, the dean will initiate a process to determine whether one or more acceptable internal candidates exist among the current faculty. The dean will notify members of the department of the pending vacancy and will invite individuals to apply for the chair or director position or to nominate internal candidates for the position by a specified deadline. The dean will then consult with any individuals who have been nominated to confirm their willingness to be considered.

c. The dean will prepare an explanatory memorandum and a ballot listing faculty member who have applied or agreed to be considered. This memorandum and ballot will be distributed to all tenured and tenure-track faculty members in the department, along with a request to rate each candidate as either a "strong," "acceptable," or "unacceptable" candidate for chair or director. The ballots should include a date by which they are to be returned to the dean. According to department, school, and college policy, this process may include full-time, academic professional faculty members.

d. The dean will tabulate the ballots received. Any faculty member who is rated "strong" or "acceptable" by at least two-thirds of the votes will be considered to be acceptable to the department.

e. The dean and the provost and EVPAA will review the list of candidates deemed acceptable to the department. If one or more of those candidates is, in the preliminary judgment of the dean and the provost and EVPAA, an outstanding candidate for the position, interviews with the academic unit faculty, the dean, the provost and EVPAA, and the president may be scheduled to consider the candidates. Other interviews may be scheduled at the discretion of the dean (for chair or director searches), the provost and EVPAA, and the president.

f. At any point in the process outlined above, the dean and the provost and EVPAA may decide to open the search at a national level to both internal and external candidates.

g. While normal practice is described above, nothing in these sections shall be construed to prevent the dean, the provost and EVPAA, and the president from appointing an interim chair or director or a chair or director by other procedures if such an action is, in their professional judgment, in the best interest of the university.

**05. ASSOCIATED COSTS**

05.01 The provost and EVPAA and the dean will arrange a means to defray costs associated with correspondence, advertising, and interviews. Ordinarily these costs must be borne by the department or college conducting the search. In the case of extreme financial hardship, supplementary funds may be requested for costs over and above those associated with a typical search.

**06. PROCEDURES FOR SELECTION OF THE SEARCH COMMITTEE FOR THE EXTERNAL SEARCH PROCESS**

06.01 The majority of the search committee members will be from the affected department when the size of the department permits. In addition, the committee will usually include at least one member of the faculty, a chair or director of an outside department, and one outside college dean or associate dean.

06.02 The search committee will be recommended by the dean and senior vice provost to the provost and EVPAA. Upon the provost and EVPAA’s approval, the search committee and its chair will be officially appointed.

06.03 Following official appointment of the search committee, Faculty and Academic Resources will schedule the first meeting at a time when the senior vice provost, the dean, and the special assistant to the provost and EVPAA can meet with the committee. Faculty and Academic Resources will reserve a meeting place and notify the committee members of the time and place of the meeting.

\*06.04 The composition of each search committee must be academically representative. To ensure different perspectives on a search committee, the dean, or provost and EVPAA may elect to appoint committee members who are outside of the department, school, or college for the committee.

**07. INITIAL COMMITTEE RESPONSIBILITIES**

07.01 During the first two meetings of the search committee, the following should be accomplished:

a. appoint or elect an administrative assistant to assist in the preparation of materials and correspondence;

b. draft a tentative schedule that permits conclusion in a timely manner;

c. develop the position description;

d. develop a list of evidence-based required and preferred qualifications consistent with the academic unit’s faculty qualifications policy

1. If the academic program requires the faculty member have a current job-related state, federal, or university license, certification, or other credentials (LCC), this must be stated in the required qualifications of the job posting utilizing the guidance found in the [Faculty Recruitment Toolbox](https://facultyresources.provost.txstate.edu/recruitment/toolbox.html);
2. If the position is open to multiple ranks, there must be separate required and preferred qualifications for each rank.

e. define the items/documents required (e.g., letter of intent, curriculum vitae, unofficial transcripts of highest degree earned, evidence of teaching experience, evidence of scholarly activity, and reference letters) for a complete application that will allow the search committee to objectively evaluate each application;

f. develop a hiring matrix aligned with evidence-based required and preferred qualifications, including any scoring and weighting criteria, using the guidance from [Faculty Recruitment Toolbox](https://facultyresources.provost.txstate.edu/recruitment/toolbox.html); and

1. Finalize the job posting that clearly describes the position, identifies the required and preferred criteria that an applicant is expected to meet to qualify for the position, identifies items/documents required for a complete application, includes the hiring matrix, approved [Authorization of Faculty Position and Salary Funding form](https://facultyresources.provost.txst.edu/forms.html) and anticipated salary (if required by outside outlet).

07.02 The search committee, in consultation with the dean and departmental personnel committee, is responsible for ensuring that the job posting reflects the faculty qualifications policy of the hiring unit, including any required LCCs.

**08. PROCEDURES FOR SUBMITTING A JOB POSTING**

08.01 The posting must be reviewed and approved by the department/school personnel committee, college dean, Talent Acquisition, and the assistant provost. Approval must be secured at each level prior to the review and approval from the assistant provost.

08.02 Job posting approvals are initiated at the dean’s level through the online system.

08.03 Once approved, a posting number will be assigned by the online system. The posting will be automatically available on the university’s recruitment website. Postings typically allow approximately 30 days or more between first publication and closing or initial review date of applicants.

**09. RECRUITING AND ADVERTISING PROCEDURES**

09.01 Positions will be automatically advertised on the following sites: [*The Chronicle of Higher Education*](https://www.chronicle.com/), [HigherEdJobs](https://www.higheredjobs.com), [Inside Higher Ed](https://www.insidehighered.com/), and the [Texas Workforce Commission](https://twc.texas.gov/).

09.02 The search committee chair is responsible for submitting advertisements to appropriate media and professional organizations.

\*09.03 To ensure applicant pools are robust, advertising is recommended as follows:

1. In one or more of the following:
2. outlets focused on underrepresented faculty;
3. Austin and San Antonio news outlets;
4. colleges and universities with underrepresented student enrollment and with graduate programs in the discipline;
5. professional journals, newsletters, or publications; and
6. university placement services.
7. Committee and department members will be encouraged to inform outstanding candidates about the availability of the position via professional meetings, conferences, and other avenues.

All positions that may result in the hiring of a non-resident alien must be advertised in a national advertising medium, which is met through automatic advertising by Faculty and Academic Resources.

**10. PROCEDURES FOR SELECTING THE INTERVIEWEES**

10.01 Regardless of the initial review date or full consideration date, all applicants must be assessed by the search committee until the position is closed. Search committee chairs may email Talent Acquisition to close searches.

10.02 Each member of the search committee, working independently, reviews and rates the applicants on required and preferred qualifications using the committee’s documented acceptable evidence. This review may result in the need for preliminary screening interviews to determine the finalists for campus interviews.

10.03 Prior to selecting candidates for any type of interview, the search committee chair will consult with Talent Acquisition to determine if there are any veterans in the pool who are requesting veteran’s preference. In compliance with [Chapter 657 of the Texas Government Code](https://statutes.capitol.texas.gov/Docs/GV/htm/GV.657.htm), Texas State is committed to providing a preference in employment to eligible veterans, disabled veterans, surviving spouses of veteran and orphans of veterans applicants who meet the required qualifications for the position. Verified veterans who request veteran’s employment preference and meet the required qualifications for the posting must be interviewed in accordance with the [veteran’s preference in employment](https://facultyresources.provost.txstate.edu/recruitment/toolbox/search-committee/veterans-preference.html).

10.04 Through a series of meetings and phone or online interviews, as appropriate, the list of initial applicants will be narrowed down to the top three or four candidates to be interviewed on campus using the required and preferred qualifications in the job posting. Interview questions should focus on objective, job-related criteria, and provide evidence of applicants’ knowledge and competencies to perform effectively in the position. The [Faculty Recruitment Toolbox](https://facultyresources.provost.txstate.edu/recruitment/toolbox.html) provides guidance on developing interview questions. The interview questions, scores, and notes must be retained by the search committee chair, per the [University Records Retention PER 150-Employment Selection](https://alkek.library.txstate.edu/scripts/rrs/index.php?tsus=&series=PER150).

10.05 It is the responsibility of the search committee to assess the faculty qualifications of each candidate selected for interview, including academic credentials, and if applicable, the required state, federal, or university LLC.

10.06 The search committee chair must emphasize that confidentiality must be maintained; however, reports may be shared relative to the number of candidates, progress of the committee, and general quality of the pool.

**11. CAMPUS INTERVIEW PROCEDURES**

11.01 Interviews will be scheduled with concurrence of the dean, the provost and EVPAA, and the president (see [Sample Agenda for Interview Visit](https://preview.gato.txst.edu/.asset/679952/Department%20Chair%20Sample%20Agenda.doc)).

11.02 Campus interviews should involve the personnel committee, the search committee, and other faculty and staff. The dean, or designee, will interview all candidates. All campus interviews must be structured identically to ensure equitable treatment of all candidates. In planning the interview, departments may ask candidates about interest in meeting with additional campus groups and resources, such as International Affairs, Human Resources, Division of Research, and others, which enrich the candidate’s experience on campus.

11.03 A public presentation will be scheduled for one hour, and the committee chair will introduce the candidates.

11.04 Each candidate’s itinerary, vita or resume, and application materials, excluding references, transcripts, and documents containing sensitive information, should be made available to each chair in the college, the dean, each faculty member in the department, and all participants in the interview process. All information should be treated as confidential and not shared with individuals outside of the interview process before, during, and after the hiring process concludes.

11.05 The search committee will arrange the moving of candidates between scheduled events and hosts during meals. The cost of the candidates' meals will be reimbursed by the university.

11.06 Using the required and preferred qualifications in the job posting, interview questions and agendas should focus on objective, job-related criteria, and provide evidence of applicants’ knowledge and competencies to perform effectively in the position. The [Faculty Recruitment Toolbox](https://facultyresources.provost.txstate.edu/recruitment/toolbox.html) provides guidance on developing interview questions. The interview questions, scores, and notes must be retained by the search committee chair, per the [University Records Retention PER 150-Employment Selection](https://alkek.library.txstate.edu/scripts/rrs/index.php?tsus=&series=PER150).

11.07 The committee chair will request all participants in the interview process provide feedback on each candidate for later use in the selection process.

11.08 Prospective faculty should, in the judgment of the dean, possess the ability to communicate and comprehend spoken and written English appropriate to the classroom setting prior to hire. The chair or director will be responsible for ensuring the successful candidate meets the requirements outlined in [AA/PPS No. 04.01.11](http://policies.txstate.edu/division-policies/academic-affairs/04-01-11.html), Clear English Requirements.

11.09 Candidates must be informed that only the president has the authority to issue contracts.

**12. PROCEDURES FOR SELECTION OF THE CHAIR OR DIRECTOR**

12.01 After the conclusion of interviews, the search committee will meet to determine which candidates, if any, are deemed acceptable to recommend for hire. Feedback from all participants in the interview process will be considered by the search committee in making its recommendation.

12.02 The search committee should seek either formal or informal input from the college council, department faculty, and students prior to the committee’s meeting to discuss the candidates’ qualifications.

12.03 Following the interviews, the search committee chair will prepare a ballot and convene the committee. The qualifications of the candidates will be discussed, and committee members will rank their choices on a ballot as either "acceptable" or "unacceptable."

12.04 Confidential reference checks will be made via telephone or personal contact. Care should be taken to ensure consistency in the information sought.

12.05 A memorandum summarizing the results of the ballot and outlining the strengths and weaknesses of each candidate will be forwarded to the provost and EVPAA via the dean. After consultation with the president, a chair or director will be selected.

12.06 If none of the candidates are acceptable to the committee, the search committee chair should write a memorandum stating that fact, as well as a recommendation for future action (e.g., interview additional candidates from the remaining pool or reopen the search in the following year). The memorandum will be forwarded to the provost and EVPAA via the dean.

12.07 The final selection will be made by the president, in consultation with the provost and EVPAA and the dean. The dean will make the offer to the candidate. If a position is offered and accepted by the candidate, the remaining candidates who were interviewed will be notified by the search committee chair.

12.08 The search committee chair will be responsible for moving applicants to the appropriate state in the online system using the search committee chair user group (e.g., Recommended for Hire, Interviewed Not Selected, Not Hired). The search committee chair must consult with the dean before moving candidates to Recommended for Hire or Interviewed Not Selected. Once the search committee chair moves the selected applicant into the Recommend for Hire state, a link to begin the hiring proposal will be available at the dean user group level.

12.09 The search committee chair will be responsible for communicating with candidates interviewed at any stage within the recruitment process. The online system will notify candidates moved to the ‘Not Hired’ state at the conclusion of the search process when the posting is marked filled or closed-no hire.

12.10 The department will submit the hiring proposal through the online system with the required new hire documents attached. The hiring proposal will be sent from the dean user group via Talent Acquisition to the Faculty and Academic Resources office.

**13. HIRING APPROVAL AND HIRING PROPOSAL**

13.01 Final approvals for salary, start-up packages, and related issues, including academic rank, and tenure status, for the selected candidate must be obtained from the provost and EVPAA prior to submitting the hiring proposal in the online system.

13.02 Once the informal offer is accepted, a member of the dean user group will initiate the hiring proposal by selecting the “Start Hiring Proposal” link located on the applicant’s job application.

13.03 The department will collect the required new hire documents as required by [Faculty Packet Checklist](https://facultyresources.provost.txst.edu/forms.html) from the selected candidate. The hiring proposal will be submitted through the online system with the required new hire documents attached within 15 days of a candidate’s acceptance.

13.04 The hiring proposal will include the finalized hiring matrix, scored interview questions, English Proficiency form, Contract Offer Recommendation, and two letters of recommendation. Timely submission of the hiring proposal is important to efficient and effective faculty onboarding, including contract completion.

13.05 Faculty are required to provide official transcripts from all degree granting institutions to comply with credentialing guidelines of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). [Guidelines for Accepting Transcripts](https://facultyresources.provost.txst.edu/forms.html) are available from Faculty and Academic Resources.

13.06 An Employment Justification form must be submitted for any selected candidate that does not meet the faculty qualifications policy of the hiring unit. The justification must provide clear evidence of the academic coursework, expertise, related work experiences, licensure, awards, or other qualifications allowed by SACSCOC that qualify the prospective faculty member to teach particular courses in the department. When determining acceptable qualifications for faculty employed under an employment justification, a department may not rely primarily or solely on “continuous documented excellence in teaching.” Requests for approval will be made on a course-by-course basis.

13.07 The final matrix will be attached to the hiring proposal for Talent Acquisition’s review. If not approved, Talent Acquisition will contact the hiring department. All the posted required qualifications must appear as initial screening criteria on the matrix.

13.08 After receipt of all required documents, Faculty and Academic Resources will prepare a contract for signature by the provost and EVPAA and the president. Any special conditions of employment, including hire with tenure, will be subject to the final approval of the provost and EVPAA, the president, the chancellor, and the TSUS Board of Regents.

13.09 Following approval and signature by the provost and EVPAA and the president, the contract will be mailed by Faculty and Academic Resources to the candidate, unless directed otherwise. The contract will be subject to the stated deadline for acceptance.

**14. PROCEDURES FOR ONBOARDING A NEW CHAIR OR DIRECTOR**

14.01 Each dean is responsible for:

1. communicating start dates, teaching schedules, office and classroom assignments, computer access, provisions for start-up accounts, and pre-semester orientation and events;
2. setting expectations for teaching, research, scholarly, and creative activities, and service responsibilities and workload ([AA/PPS No. 01.02.20](https://policies.txst.edu/division-policies/academic-affairs/01-02-20.html), Dean and Chair Workload);
3. explaining policies and procedures and mandatory training;
4. providing guidance on faculty development, Division of Research Support Services, and opportunities related to the successful integration of the new faculty member in the university, college, and department; and
5. as applicable, ensuring affected faculty seek formal guidance from International Affairs on immigration-related matters as soon as the selection process concludes. Timely communication with International Affairs is critical to effective and efficient onboarding.

14.02 Each dean is also responsible for notifying new faculty members that they are expected to attend New Faculty Orientation sessions at the beginning of the fall or spring semester based on date of hire. If the benefits eligible faculty member will begin employment out-of-cycle (i.e., other than the 9/1 or 1/16 semester hire dates), they should attend [New Employee Welcome (N.E.W.)](https://www.hr.txst.edu/New-Employee-Welcome/orientation-training.html) to enroll in benefits.

**15.** **PROCEDURES FOR CLOSING OR REAUTHORIZING A SEARCH**

15.01 In the event a search for a position does not produce a qualified candidate or a candidate who accepts the offer, the search may be closed and reposted within the academic year or closed without hire by sending a request to Talent Acquisition via the dean and Faculty and Academic Resources.

15.02 To reauthorize a search in a new fiscal year, the provost and EVPAA must authorize the position per the Faculty and Academic Resources [Hiring Protocol](https://facultyresources.provost.txstate.edu/hiring-and-retention/hiringprotocol.html).

**16. SUMMARY of RESPONSIBILITES**

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| --- | --- | --- |
| **Action Step** | **Responsible Party** | **Policy Guidance** |
| **Pre-Posting Process** |  |  |
| Gain approval for chair or director search | Dean and the Provost and EVPAA | Section 03.01 |
| Create search committee | Dean and Senior Vice Provost | Section 06. |
| Develop position description, required and preferred qualifications, application documents, and hiring matrix for the job posting | Search committee | Section 07.01 |
| Approve the job posting | Search committee, Personnel committee | Section 07. |
| Submit and approve job posting in PeopleAdmin | Dean, Talent Acquisition, and assistant provost | Section 08. |
| **Recruiting and Advertising** |  |  |
| Post position in appropriate media and professional organizations | Search committee | Section 09. |
| **Applicant Review** |  |  |
| Review applicants and identify candidates for further consideration. | Search committee | Section 13. |
| Ensure action on Veteran’s Employment Preference (if applicable) | Search committee chair | Section 10.02 |
| **Campus Interview Procedures** |  |  |
| Conduct interviews | Search committee, Personnel committee, other faculty/staff | Section 11.01-11.07 |
| Clear English Requirements | Dean | Section 11.08 |
| **Selection of Chair or Director** |  |  |
| Determine candidate to recommend for hire | Search committee, Search chair | Section 12.01-12.04 |
| Send recommendation to the dean | Search chair | 12.05-12.06 |
| Review of recommended candidate | Dean | 12.07 |
| Dispense remaining applicants | Search committee chair | 12.08 |
| Contact interviewed applicants that were not selected | Search committee chair | 12.09 |
| **Hiring Approval and Hiring Proposal** |  |  |
| Obtain final approval | Dean | 13.01 |
| Initiate hiring proposal | Dean | 13.02 |
| Collect documents for Faculty Packet Checklist | Department/school | 13.03 |
| Final matrix review | Talent Acquisition | 13.07 |
| Prepare and send contract to candidate | Faculty and Academic Resources | 13.08-13.09 |
| **Onboarding New Chair or Director** |  |  |
| Communicating duties and responsibilities | Dean | 14.01-14.02 |
| **Closing or Reauthorizing a Search** |  |  |
| Close a search | Dean, Faculty and Academic Resources, Talent Acquisition | 15.01 |
| Reauthorize search | Dean, Faculty and Academic Resources | 15.02 |

**17. REVIEWERS OF THIS PPS**

**17.01 Reviewer of this PPS includes the following:**

**Position Date**

**Provost and Executive Vice** **May 1 E5Y**

**President for Academic Affairs**

**18. CERTIFICATION STATEMENT**

This PPS has been approved by the following individual in their official capacity and represents Texas State Academic Affairs policy and procedure from the date of this document until superseded.

Provost and Executive Vice President for Academic Affairs; senior reviewer of this PPS