

## 1. GENERAL

Sam Houston State University endorses the views of the United States Supreme Court in *Grutter v. Bollinger* (2003) that the educational benefits of diversity “are not theoretical but real;” that they include “cross-racial understanding;” the breaking down of racial stereotypes; and the promotion of learning outcomes. Founded as a normal school for white teachers over a century and a quarter ago, the University’s considered academic judgment is that the antiquated biases of the majority-dominant nineteenth century have no application or relevance in a twenty-first century of global cultures and marketplaces and that a diverse faculty best prepares students to meet those challenges; that “the skills needed in today’s increasingly global marketplace can only be developed through exposure to widely diverse people, cultures, ideas, and viewpoints;” and, that “[e]ffective participation by members of all racial and ethnic groups in the civic life of our Nation is essential if the dream of one Nation, indivisible, is to be realized.”

1.01 This revised policy statement incorporates the provisions of Academic Policy Statement 810729, Affirmative Action Procedures for Filling Faculty Positions, which has been rescinded.

## 2. INSTRUCTIONAL STAFFING

2.01 The University assumes responsibility for instructional staffing, and it is expected that all instructional personnel shall be employed in accord with the procedures established in this policy.

2.02 Instructional personnel are defined to include those persons who are employed principally to perform instructional duties, i.e., classroom teaching and the directing of research.

## 3. COMMITMENT TO DIVERSITY

3.01 The overall responsibility for the implementation and administration of Diversity Plans is included in the job duties of the President of Sam Houston State University. As the chief administrator, the President has delegated to the vice presidents, deans, directors, department/school chairs, the authority and responsibility for diversity plans and procedures at each corresponding level. Each of these individuals is expected to put forth a good-faith effort to ensure

the success of this plan, and each will be evaluated as to their diversity efforts and results on the same basis as other work performance criteria.

- 3.02 For purposes of clarification, the term “academic administrative unit” and herein also referred to as “academic unit” and “hiring unit” is:
- a. An academic department/school, the administrator of which is a chair; or
  - b. The Newton Gresham Library, the administrator of which is a director.
  - c. A chair reports to the Provost and Vice President for Academic Affairs through the appropriate academic dean; the Library Director reports directly to the Provost and Vice President for Academic Affairs.
- 3.03 Sam Houston State University, as part of its Diversity Plan, is committed to a rigorous recruitment and selection system to ensure the consideration of a diverse pool of candidates for each vacant faculty, teaching assistant, and laboratory assistant position. It is expected that consideration will be given to attracting and selecting qualified candidates reflective of the diverse populations that comprise the State of Texas.

#### 4. POSITION ALLOWANCE

A position allowance is defined as an authorized allocation for faculty staffing which provides the basis for the assignment of instructional personnel to academic program areas of the University.

#### 5. TYPES OF POSITION ALLOWANCES

- 5.01 Each position allowance shall be categorized as either a tenured position, a tenure-track position, or a term position.
- 5.02 A tenured position is one in which the occupant holds tenure as a member of the faculty of the University in accord with established tenure policy.
- 5.03 A tenure-track position is one in which the occupant is expected to progress toward a tenure decision in accord with established University policy.

5.04 A term position is one which is allocated to an instructional program on a term basis, i.e., for one or more semesters or during a summer on either a part- or full-time basis. The University makes no commitment to either a faculty member or to an administrative unit regarding the future of a term position allowance beyond the specified period.

## 6. ALLOCATION PROCESS FOR POSITION ALLOWANCES

6.01 During the preliminary budget request (PBR) cycle each academic dean/director will develop and present to the Provost and Vice President for Academic Affairs a statement of position allowance needs.

a. This statement shall be presented in accord with instructions included as a part of the PBR cycle.

b. The statement shall address the number of position allowances required for tenured faculty, the number required for tenure-track faculty, and the number requested for term appointments.

6.02 The Provost and Vice President for Academic Affairs shall review all requests for positions, whether for new positions, vacated positions, or reallocation of existing positions, and shall develop recommendations concerning position allowances which shall be forwarded to the President of the University as soon as possible but no later than the beginning of the next fiscal year.

6.03 The President of the University shall make the final decision regarding the allocation of position allowances and shall inform the Provost and Vice President for Academic Affairs as early as possible so that a maximum amount of time can be utilized for program planning and the associated recruitment of personnel.

6.04 Generally, it may be assumed that the number of position allowances for tenured and tenure-track positions shall be reaffirmed annually, provided the occupants of these positions do not change. However, the number of tenure or tenure-track positions assigned to an academic unit may be subject to review at any time.

6.05 As a matter of policy, at any time a tenured or tenure-track position is vacated, it ceases to exist. It may not be recruited for or filled until the status of the

position is confirmed to the appropriate academic dean/director by the Provost and Vice President for Academic Affairs.

- 6.06 A term position is authorized for a specific period of time only, not to exceed one academic year. It is subject to reallocation.

## 7. FACTORS INFLUENCING THE ALLOCATION OF POSITION ALLOWANCES

- 7.01 The criteria which shall influence the assignment of position allowances among the academic units include:
- a. The number of full-time equivalent (FTE) position allowances presently assigned to the program.
  - b. The student/teacher ratio, as applicable, in that particular program.
  - c. The current role and scope of the program.
  - d. The projected goals and objectives established for the program in the academic master plan of the University.
  - e. The degree and course inventory approved for the program by the Texas Higher Education Coordinating Board.
  - f. Data for the most recent five-year period reflecting the number of majors associated with the program, the semester credit hour productivity for each of the five years, and degree production during each of the five years.
  - g. The cost of instruction associated with the revenue generated on the basis of the state formula rate.

## 8. RECRUITMENT FOR POSITION ALLOWANCES

- 8.01 Once a position allowance has been officially allocated to an academic unit, recruitment for filling the position shall begin.
- 8.02 Create a posting and route through the required approval channels in the online employment system.

- 8.03 All faculty job vacancies are posted and publicized in accordance with University policy to maintain EEO compliance.
- a. It is the responsibility of the administrator of the hiring unit to ensure that, as a minimum, all faculty vacancies are posted in an appropriate professional publication or other outlet.
  - b. All position ads must have approval of the department of Human Resources.
- 8.04 All full-time and part-time faculty vacancies will be posted for at least ten working days prior to filling a faculty vacancy.
- 8.05 Except in cases of bona fide, emergency a tenure/tenure-track faculty position vacancy will be advertised locally, statewide, and nationally. Advertisement takes place throughout the appropriate media. It is policy to advertise the position through professional journals, through professional organizations, and through notices to graduate schools producing specialties in the area of the vacancy (see Section 10).
- 8.06 An individual expressing an interest in employment is expected to complete the online employment application process and to furnish official transcript(s) of all academic work. Applicants deemed to be best qualified for the position are to be interviewed by the administrator of the Sam Houston State University hiring unit and, in the case of tenure-track and clinical faculty, by faculty members within the hiring unit. Utilization of search and screen committees in the selection process of new faculty appointments is encouraged. It is the responsibility of the administrator of the hiring unit to recommend through channels the priority list of the candidates deemed to be best qualified. It is expected that every possible consideration is to be given to attracting and selecting qualified minority candidates.
- 8.07 Criteria for selection from among the applicants include: competitive quality of academic transcripts; recommendations from prior employers; the caliber of previous academic and nonacademic work experience; established record of or potential for research publications or creative activity; and the alignment of the expertise possessed by the applicant with that required of the position.

## 9. HIRING PROCESS

- 9.01 The hiring unit will notify the Department of Human Resources as soon as it is determined that a sufficient number of applicants has been secured. The job will be placed in a “closed” status and advertising discontinued for that position. Additional applicants should not be considered unless the job is reopened with proper administrative approvals.
- 9.02 From each applicant, the hiring unit will request pertinent, job-related information (e.g., vitas, copies of research, teaching evaluations, compositions, and references). Using an initial screening device (referring to elements cited in the advertisement), the hiring unit will evaluate each candidate and may choose to invite one or more applicants to provide additional job related information or to visit the campus for a more detailed interview. During the campus interview the candidates may meet with the departmental/school chair and faculty, make a professional presentation, and be evaluated with respect to the posted job requirements. The hiring unit will develop job-related interview questions to be asked of all candidates during the interview. Questions and answers are to be recorded and maintained.

With the approval of the Provost and Vice President for Academic Affairs, the dean may immediately provide the candidate with a tentative letter of offer pending approval of the President and of The Texas State University System Board of Regents.

- 9.03 Once a priority list has been established, the administrator of the hiring unit presents a written recommendation through channels for the employment of the preferred candidate. Along with the proposed rank, salary level, and recommendation for years transferred for tenure purposes, the file will contain an SHSU faculty application, official transcripts, at least three letters of recommendation, the evaluation tool, criteria for ranking candidates, and the interview questions and answers. If the dean concurs, his/her written recommendation, along with the entire file is forwarded to the Provost and Vice President for Academic Affairs.

The dean, prior to an official offer to an applicant, will ensure AA/EEO compliance in the hiring procedure by reviewing the evaluation tool that shows how the candidate compared to the requirements for the position, the criteria used in the evaluation, and the interview questions and answers. Upon

favorable recommendation of the Provost and Vice President for Academic Affairs and the subsequent concurrence of the President, a letter of offer for the position will be issued to the successful candidate by the President with appropriate notification to the administrators involved.

- 9.04 When a signed response from the potential faculty member accepting the employment offer is received by the President, the position is considered to be filled.
- a. Upon issuance of the appointment, a signed copy of the contract must be returned to the Office of the President as soon as possible but no later than October 1 (fall semester), February 1 (spring semester), June 15 (summer I term), or July 15 (summer II term).
  - b. Appointments to the faculty must be approved by the Board of Regents, The Texas State University System.
- 9.05 Each office within the recruiting/hiring function is expected to be prepared to offer cogent reasons with appropriate documentation for the endorsement or non-endorsement of preferred candidates.
- 9.06 Upon request, all applications for a faculty position may be examined by the appropriate academic dean, the Provost and Vice President for Academic Affairs, or the President.
- 9.07 It is the prerogative of the academic dean, the Provost and Vice President for Academic Affairs, or the President to request a reconsideration of the recommendation for employment if it is judged that a well-qualified minority candidate may have been omitted.

#### 10. APPOINTMENT OF INTERIM FACULTY MEMBERS ON AN EMERGENCY BASIS

- 10.01 As a result of the need for unique academic expertise, unexpected increases in student enrollment or other unforeseen events, it may become necessary for the University to authorize the emergency employment of interim faculty members on a semester-by-semester or summer basis. In such cases, the following procedures will apply.

- a. The University will identify areas where interim faculty have been needed in the past. Since the need to hire interim faculty to meet unexpected needs often does not allow sufficient time for an appropriate search, the University will maintain a constant posting of interim positions for which any qualified candidate may apply.
- b. When an emergency need arises, the department/school chair in consultation with the dean will select interim faculty from this pool of applicants.
- c. These postings will be constantly maintained throughout the academic year in anticipation of unexpected needs.
- d. This requirement may be waived only under the most urgent circumstances by special permission of the Provost and Vice President for Academic Affairs.
- e. The filling of such positions on an interim basis must be recommended by the appropriate academic dean/director and approved by the Provost and Vice President for Academic Affairs. Recommendation(s) for employment are to be accompanied by an official SHSU faculty application, official transcripts, letters of recommendation, and the Employee Statistical Data Sheet all of which are to be prepared and/or assembled by the hiring unit.

10.02 When an academic unit is forced to utilize the emergency hire provisions, the hiring manager will supply the Provost and Vice President for Academic Affairs a report outlining the details of the emergency hire(s) to include reasons for the hire(s), the date the hiring manager had knowledge of the vacancy, date the request was made for an emergency hire, and what efforts were made to conduct a regular search.

## 11. REQUIRED APPLICANT DATA AND RECORD RETENTION

11.01 The *Rules and Regulations* of the Board of Regents, The Texas State University System, Chapter V, Paragraph 2.11, require that “each university shall maintain records of all information required by the Equal Employment Opportunity Commission, the Department of Education, and the Department



of Labor as instructed by the Vice Chancellor and General Counsel of The Texas State University System.”

- 11.02 An individual is considered to be an “official applicant” only when the applicant has completed the official online application.

## 12. RESPONSES TO FACULTY VACANCY INQUIRIES

- 12.01 Inquiries Made in Academic Departments/Schools. When a job inquiry is made directly to the hiring unit, the action taken will be dictated by the current staffing situation.

- a. If a vacancy exists at the time of inquiry, a letter is sent by the hiring unit indicating that an enclosed application must be completed and returned to the hiring unit for consideration to be given, although applicants will be considered only for vacant positions for which they specifically apply. All applications received will be retained for record purposes by the hiring unit for 24 months.
- b. If a vacancy does not exist at the time of inquiry, a letter should be sent (returning any credentials which have been received) to inform the inquirer that a vacant position does not exist at the time.

- 12.02 Inquiries Made in Department of Human Resources. When a job inquiry is made directly to the Department of Human Resources, the following actions will be taken.

- a. Upon receipt of a telephone inquiry concerning a faculty job vacancy, the inquirer will be requested to contact the appropriate academic unit.
- b. If a letter or other credentials are received concerning a faculty position, the Department of Human Resources will send the information to the appropriate academic unit.

## 13. RECRUITMENT AND HIRING OF TEACHING ASSISTANTS

- 13.01 The term “Teaching Assistant” as used at Sam Houston State University indicates a graduate student who is employed on a part-time basis, usually

one-quarter or one-half time, to teach laboratories and lower division courses under the supervision of a full-time faculty member.

- 13.02 Teaching Assistant positions are allocated by the appropriate academic dean based upon available funding. Once a preferred candidate has been selected by the hiring unit, it is the responsibility of the dean to make a written offer to the candidate. If the position is accepted, the dean will forward the entire personnel file to the Provost and Vice President for Academic Affairs. The file should contain an Application for Teaching Assistant, official transcript(s) at least three letters of recommendation, a EPAF, and other pertinent sign-up papers as required by the Department of Human Resources.
- 13.03 Information used in the selection of Teaching Assistants include but are not limited to: experience, academic credentials, and letters of recommendation.
- 13.04 Teaching Assistants at Sam Houston State University are expected to be enrolled in a graduate program and must maintain a minimum 3.0 grade point average.

#### 14. RECRUITMENT AND HIRE OF LABORATORY ASSISTANTS

- 14.01 Laboratory Assistants may be either graduate or undergraduate students. Notices are generally posted on bulletin boards to inform students of the availability of these positions.
- 14.02 Laboratory Assistants may be employed by the hiring unit by submitting a EPAF and required sign-up papers through channels to the Provost and Vice President for Academic Affairs. Stringent efforts must continue to attract and select qualified minority students for these positions.
- 14.03 Important criteria for selection of Laboratory Assistants are grade point average and academic performance.

#### 15. PROCESSING NEW FACULTY EMPLOYEES

- 15.01 As early as possible after the employment decision has been completed and before the starting employment date, the new faculty member should attend the scheduled orientation sessions.

