

Hiring Handbook for Faculty and Staff

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HIRING CONTACTS

Provost/VC of Academic Affairs..... Dr. Nowell Donovan
 Assistant to the VC of Academic AffairsMrs. Cindy Odiorne
 Special Assistant to the Provost.....Ms. Susan Campbell
 Human Resources-Employment Ms. Joanne Fralia
 Chair.....Department Chair or Director
 Committee ChairSearch Committee Chair

SECTION I - FACULTY

Faculty positions may be Tenure track or Non-Tenure Track appointments.

Non-Tenure Track

Adjunct
 Lecturer
 Instructor 1
 Instructor 2
 Senior Instructor
 Assistant Professor of Professional Practice
 Associate Professor of Professional Practice
 Professor of Professional Practice

Tenure Track

Assistant Professor
 Associate Professor
 Professor

Tenured Appointments

Associate Professor
 Professor

Faculty Search Policy for :**Tenure-track Professors, Professors of Professional Practice, Instructors, and Lecturers**

NOTE: There are additional steps to be completed (see page 7) for individuals who are not U.S. citizens.

TO BEGIN THE SEARCH

Step 1 Complete a Faculty Search Authorization Form using the following link:
<http://tinyurl.com/nnyadbj> (please note we have abbreviated the link to allow for no breaks in the URL address).

Step 2 Write your proposed advertisement for the position. **NOTE:** The Chair will establish a search committee and have the search committee write the advertisement.

The Search committee:

The Chair will appoint a Search Committee Chair. It is recommended the committee include one member from outside the department. The Search Committee is advisory in nature; that is, recommendations for on-campus interviews and job offers should come from the department and follow specific departmental guidelines with respect to voting privileges. The Committee Chair's duties generally include:

- Convening and chairing meetings of the Search Committee.
- Advising members of the Committee on the parameters of their role (especially in the case of the graduate student representative, untenured faculty members, or faculty members who are serving on their first Search Committee).
- Making final decisions about the process the Committee will use to consider candidates.
- Ensuring adequate access to the job application materials. Keeping records of all deliberations and decisions made by the Committee.
- Relaying information to the Department Chair about the progress of the search.
- Engaging in necessary correspondence or other exchanges with candidates (*e.g.*, arranging interviews).
- Making calls to candidates for interviews, except in extraordinary cases.
- Participating in first round of interviews, whether by phone or video.
- Arranging schedules for on-campus interviews; clearly communicating Search Committee members' roles in the interview process.
- Presiding over Search Committee's deliberation and vote after campus visits.
- Presenting the Search Committee's recommendations to the Department.
- Filling out "Reasons for Rejection" form after search has concluded.

The ad should include:

1. Position Title
2. Description of the job duties – do NOT overstate the job duties. You may hire up, but you may not hire down.
3. Position requirements – Degree requirements; years of experience; research emphasis; teaching experience; etc.
4. Application process – All candidates must submit their application through the TCU Human Resources web site (iGreentree). Please consult with Joanne Fralia (ext. 6897) for specifics.
5. EEO Statement on all ads: "TCU is an EEO/AA Employer."

NOTE: It is suggested that the Search Committee develop two ads a "Long ad" and a "short ad". The "**Long ad**" provides comprehensive information

about the position and would be uploaded to the Department web site. The “**Short ad**” includes highlights of the position and the position requirements should include a link to the “Long ad” and is used for publication.

- Step 3** Submit the completed Faculty Search Authorization Form and the advertisement script to the Dean for signature.
REMINDER: the advertisement should direct ALL candidates to submit their application through the TCU Human Resources website (iGreentree).
- Step 4** **If approved**, the Dean will send the Faculty Search Authorization Form and advertisement script electronically to the Provost for approval.
- Step 5** **If approved**, the Provost will send the Faculty Search Authorization form and advertisement script to the Chancellor for approval.
- Step 6** **If approved**, the Chancellor will send signed paperwork to the Provost; the Provost will forward approval to the Dean and the Department Chair.

AFTER APPROVAL

- Step 1** Place your advertisements. **NOTE:** For required sites refer to the links dropdown menu in iGreentree. Effective January 1, 2013 all faculty positions must be posted for **30** days before you can submit an EEO I for approval. All faculty positions must be posted to the TCU Human Resources Website. Any deviations from this practice must be approved by the Provost and the Affirmative Action Officer.
- Step 2** During the application process all candidates must apply through the TCU Human Resources website. **No application documents** (Vitae, Journal Articles, Letters of Reference, etc.) may be sent directly to the Department. Candidates have the ability to upload vitae, unofficial transcripts and journal articles on the HR website. Confidential Letters of Reference and official transcripts should be sent to Joanne Fralia (j.fralia@tcu.edu).
- Step 3** Applicant information will populate in a “Requisition Summary” on iGreentree. The Committee Chair will monitor iGreentree adding comments as needed (comments are not viewed by applicant) and update “Result for the Req” with one of the selections from the drop down, some samples include:
1. Routed to Department
 2. HR is Reviewing
 3. Departmental Review
- If you know the applicant will not be considered, select from the drop down, some samples include:
1. Not Selected
 2. Limited Teaching Experience
- NOTE:** There are a large number of selections to choose from on this drop

down. **It is important to list appropriate grounds for rejection.** They should be as succinct and as specific as possible. It is strongly suggested the Committee Chair keep iGreentree updated weekly.

- Step 4** After 30 days you may submit the EEO-Affirmative Action-Form I (link in iGreentree), the Requisition Summary from iGreentree, and copies of all ads to Dean's office for approval. The EEO I must be completed and approval received **BEFORE** you may interview candidates. The documents will be compiled and submitted to the Provost for approval. (Note: EEO-Form II or EEO-Form III documents are no longer employed.)
- Step 5** The Chair should email the Dean complete applicant materials for the 2-3 candidates the department recommends for on-campus interviews.
- Step 6** After review, if approved, the Provost will issue an approval memo for the EEO I, this will be sent to the Dean and the Chair.
You may now schedule interviews.

INTERVIEW PROCESS

- Step 1** In most searches, on-campus interviews should be initially extended to only to your top two Candidates.
- Step 2** Contact Candidates and set interview dates. Candidate should prepare and bring to the interview:
1. Itemized start up list, including cost estimates.
 2. List of specific space needs.
- Step 3** During the interview:
1. The schedule for each candidate should be as uniform as possible.
 2. Schedule 45 minutes with the Dean.
 3. Schedule a visit to Human Resources to learn about TCU benefits.
 4. Provide candidates with Departmental, College and University Tenure & Promotion guidelines.
 5. Chairs to discuss:
 - a. Specific teaching requirements (*e.g.*, What courses, if known? How many courses per semester? How many lab sections per course? Are there summer school obligations? Are there resources to develop new courses? How much semester-to-semester variation will there be? Will teaching requirements be "ramped up" over the first few years?).
 - b. Service expectations.
 - c. Research expectations (*e.g.*, publications, presentations at meetings, submitting extramural grant proposals, obtaining extramural funding).
 - d. Availability of Teaching Assistants.
 - e. Office and laboratory spaces.

- f. Start date.
- 6. Dean to discuss (Dean and Chair will have previously discussed):
 - a. Salary.
 - b. Start up funding.
 - c. Credit (if any) toward tenure.

NOTE: The Provost will fund \$3,000, **per search**, toward the expenses to bring candidate(s) to campus. This includes travel, lodging, meals and entertainment. The department conducting the interview for full-time faculty may bring up to **two** candidates for formal interviews, more than two candidates **requires** approval from the Dean and the Provost. The Departmental Chair should contact the Dean if there is a concern that it will cost more than \$3,000 to conduct a search. Additional applicants may receive on-campus interviews as is judged necessary.

NOTE: TCU does not generally pay for moving expenses. Departments have the prerogative of subsidizing these expenses.

SELECTION PROCESS -

DO NOT MAKE AN OFFER UNTIL THE NEXT STEPS ARE COMPLETED.

- Step 1** The department will follow its specific voting guidelines, and the Committee Chair will communicate the departmental recommendation to the Dean.
- Step 2** The Dean responds back to the Chair as to the acceptability of the departmental recommendation.
- Step 3** Either the Dean or the Chair will call the candidate to indicate that a formal offer **is likely** to be extended *assuming the candidate passes a background check*. It is important to convey that this phone conversation does not constitute an offer, which can only be made by the Provost. This conversation would best include specific discussions of salary, start up funds, start date, and credit toward tenure.
- Step 4** If the Dean approves the candidate, the background check will be requested by the Department Chair or Dean. The candidate's name, email address as well as the position name and number should be sent to Cindy Odiorne (c.odiorne@tcu.edu) who will initiate the background check.

The candidate will be sent an e-invitation to complete an on-line background check form. Once the candidate completes the form, the background check is processed.

The Dean and Chair will be notified by the Provost when the background check has cleared.

- Step 5** When notification of a clear background check has been received – electronically send the following information to the Dean for preparation of a “Request to Hire” package:
1. Recommendation to Hire from the Chair to the Dean. This letter should include:
 - a. Position number
 - b. Candidate name
 - c. Recommendation
 - d. Evaluation of candidate
 - e. Conclusion – how the candidate will fit into the teaching and research efforts of the school/department
 2. AA/EEO Requisition Summary report from Human Resources (make sure that all comments have been filled in including those for those candidates that were interviewed)
 3. Selected candidate’s vita
 4. Recommendation and Appointment Procedures check list (iGreentree link)

- Step 6** The Dean will review your request and write a formal recommendation to the Provost to include:
- a. Candidate qualifications
 - b. Salary recommendation
 - c. Start-up funding amount
 - d. Office and lab needs, and possible renovation costs
 - e. Start date
 - f. Credit (if any) toward tenure

The entire Request to Hire package will be sent to the Provost.

- Step 7** After review, the Provost will write the offer letter to the selected candidate and send it along with a contract for signature of acceptance.

- Step 8** The Provost will notify the Dean and the Chair when the signed contract has been received.

Faculty Employment of Non-U.S. Citizens in Tenure-Track Faculty Positions

Please keep the following information in mind when considering non-U.S. citizens for tenure-track faculty positions.

- First and foremost - IF the hiring department wants to hire a non-US citizen, they must be able to document (to the Department of Labor) that the qualifications of the non-U.S. citizen, who is offered the position, are superior to those of any U.S. citizen who applied for the position. This evidence will be required in conjunction with an Application for Alien Labor Certification (step 1 in the application process for Permanent Residency green card). Thus, complete and

detailed documentation from the faculty search and all applicants considered should be retained.

- If there is any possibility that your department may wish to hire a non-US citizen for a position an electronic version of the ad is required -- in either the Chronicle of Higher Education - OR- in a national journal in that field.
- TCU cannot hire a non-U.S. citizen unless he/she already has or is able to obtain an H-1B visa (Nonimmigrant Worker). This visa has a maximum time period of 6 years and is obtained via a petition submitted to US Citizenship & Immigration Services by an immigration attorney on behalf of TCU. The prospective faculty member can be either in the U.S. or outside the U.S. when beginning this process- the procedure is the same and can take up to 4 months.
- The faculty member cannot begin employment until approval for H-1B visa has been received by TCU.
- In conjunction with H-1B employment, the university is required to offer a salary that is equivalent to or exceeds the "prevailing wage" for the position. This process is also handled by the immigration attorney.
- Individuals on an H-1B visa are permitted to pursue permanent resident status in the U.S. Faculty candidates should be informed, however, that **TCU does NOT provide legal counsel** for subsequent applications/petitions involved in obtaining permanent resident status (green card). TCU will stipulate in the initial appointment letter that obtaining permanent resident status is required BEFORE tenure can be granted.

NOTE: All paperwork for H-1B visas and Permanent Residency must be handled by an immigration attorney.

NOTE: The cost of Step 1 of the Permanent Residency (green card) process (Alien Labor Certification Application) will be paid by TCU, contact Susan Campbell (s.g.campbell@tcu.edu) to begin this process. **All other costs associated with establishing permanent residency are at the expense of the non-US citizen seeking this residency.**

Faculty Search Policy for Adjuncts

Persons appointed to teach a particular course(s) for one semester or summer term are appointed as Adjunct Faculty.

TO BEGIN THE SEARCH

Step 1 The Provost places generic adjunct faculty ads on the Human Resources website. These are updated annually. All new adjunct faculty must apply on the website. All advertisements must contain the statement "TCU is an EEO/AA Employer."

Step 2 School or department may notify local chapter of appropriate professional organization(s), if such exists.

INITIAL SELECTION PROCESS

DO NOT MAKE AN OFFER UNTIL STEP 3 IS COMPLETED.

Step 1 Forward the Adjunct candidates vita to the Dean.

Step 2 If the Dean approves candidate, the background check will be requested by the Chair or Dean. Chair will submit their recommendation to the Dean. You must provide: Candidate name, email address, vita, and position name (adjunct).

The candidate will be sent an e-invitation to complete an on-line background check form. Once the candidate completes the form, the background check is requested.

Step 3 Notification of a clear background check will be sent from the Provost to the Dean and the Chair.

Step 4 The Provost will obtain a TCU I.D. number for the new adjunct and forward it to the Dean and the Chair.

Step 5 When TCU I.D. has been received – the Chair initiates the recommendation by going to the Adjunct Faculty Recommendation system and filling out and submitting the web form “Recommendation for (Re) Appointment of Adjunct Faculty”.

Step 6 The Dean approves the recommendation and the web form is sent to the Provost for approval.

Step 7 Following approval of the recommendation by the Provost, an Adjunct faculty contract is issued to the appointee indicating the conditions of appointment.

Step 8 Upon receipt of the signed contract and other required documents the Provost will confirm the appointment and a copy of the contract will be sent to the appointee.

NOTE: The department must advise the Dean and Provost if a class is canceled.

RE-APPOINTMENT

Step 1 Adjuncts are appointed or reappointed each semester through the Adjunct Faculty Recommendation system.

The recommended Adjunct salary schedule (based on one 3-hour course) is as follows:

Course & Faculty Qualification Level	Undergraduate Courses	Undergraduate Courses	Graduate Courses	Graduate Courses
Faculty Experience Level	No Terminal Qualifications	With Terminal Qualifications	No Terminal Qualifications	With Terminal Qualifications
Entry Level Less than 5 terms	\$2,500	\$3,000	Exception Required	\$3,500
Mid Level ⁽¹⁾ 5 to 10 terms	\$2,750	\$3,250	Exception Required	\$4,000
Senior Level ⁽¹⁾ More than 10 terms	\$3,000	\$3,500	Exception Required	\$5,000

⁽¹⁾ Significant professional experience coupled with lower number of teaching terms can be combined to achieve Mid Level or Senior Level pay grade.

Definition of “term” is fall, spring or summer term in which the faculty member has taught at least one course. Summer is one term for the purposes of this statement.

Compensation for courses valued at other than three credit hours shall be determined as follows:

1 credit hour course	=	.38 x	appropriate base figure
2 credit hour course	=	.75 x	appropriate base figure
4 credit hour course	=	1.33 x	appropriate base figure
5 credit hour course	=	1.67 x	appropriate base figure
6 credit hour course	=	2 x	appropriate base figure

(Example: Adjunct faculty member with less experience than three terms teaches a 2 credit hour course: $\$2,500 \times .75 = \$1,875$ for the course)

Faculty Search Policy for Nonpaid Faculty Associates (non-Teaching Adjuncts)

STEPS FOR (RE) APPOINTMENT OF NON-PAID FACULY ASSOCIATES (NON-TEACHING ADJUNCT FACULTY)

- Step 1 Recommendations for non-teaching adjunct faculty appointments (or re-appointments) that do not involve compensation are to be made annually by letter from the Chair to the Dean. A current Vita should accompany each new recommendation.
- Step 1 Upon approval the Dean will submit a recommendation to the Provost for appointment (or re-appointment) of non-teaching Adjunct faculty member.

Step 2 Upon approval of the recommendation by the Provost a letter of appointment (or confirming reappointment) is sent to the appointee indicating the duration and any other stipulations of the appointment.

Step 3 The Dean and Chair receive copies of the appointment letters.

Non-teaching adjunct faculty members are eligible to obtain a TCU I.D. card and enjoy other privileges of part-time faculty.

Policy for Visiting Scholars/Scientists/Research Associates

We often have scientists from campuses and research centers around the world come to our University to work with our faculty. There are two types of visitors – Domestic and Foreign Nationals. **NOTE:** Foreign Nationals who have Permanent Residency (Green card) are considered Domestic and treated as US citizens.

STEPS FOR INVITING VISITING SCHOLARS/SCIENTISTS TO TCU CAMPUS

Step 1 Faculty Host to submit formal request to Chair.

Step 2 Chair will submit a formal recommendation letter to the Dean; this should include compensation if any, conditions of invitation, and term.

Step 3 The Dean will provide the appropriate form to the Faculty Host:

- Request for Visiting Scientist (Domestic)
- DS-2019 (Foreign National, required for Homeland Security)
- DS-7002 (Foreign National, required for Visa)

Forms are found on the Academic Affairs Administrative Handbook website:

<http://www.provost.tcu.edu/AcademicAffairsAdministrativeHandbook/TOC .htm>

Step 4 Host will complete and sign the form(s) and return the form(s) and the visiting scientist vita to the Dean.

Step 5 If the Dean approves the visitor their office will request that the Provost's office initiate the background check.

The visitor will be sent an e-invitation to complete an on-line background check form. Once the visitor completes the form, the background check is processed.

The Dean and Department Chair will be notified by the Provost when the background check has cleared.

Step 6 When notification of a clear background check has been received – the Dean will send a formal request and form(s) to the Provost for domestic visitors and to Susan Campbell for Foreign Nationals.

- **Foreign Nationals**

- The DS-2019 is used to process information in SEVIS (Student and Exchange Visitor Information System) and the DS-7002 is forwarded to the visitor to complete their portion.
- If the visitor is unpaid they must show proof of support while on our campus by providing a sponsorship letter. This letter must be on letterhead, identify the funding source and how much support will be provided. If self-supporting the letter should come from the visitors financial institution.

Step 7 **Domestic** – if approved by the Provost an appointment letter is issued.

Foreign National - when the support letter and signed DS-7002 are received, if approved by the Provost, an appointment letter is issued.

SECTION II - STAFF

Staff positions at TCU may be either full-time or part-time.

TO BEGIN YOUR SEARCH

- Step 1** Chair/Department Head completes a Personnel Requisition Form (PRF) found on the Human Resources website (<http://hr.tcu.edu/wp-content/uploads/2014/07/PRF.pdf>).
- Step 2** Submit the completed PRF and the current job profile to the Dean/Director for review and the Dean's or Director's signature. The Dean/Director should be alerted in cases in which the job profile has changed or a new position is being created.
- Step 3** The Dean/Director will submit the PRF and job profile to the Provost for approval.
- Step 4** **If approved**, the Provost will send the PRF and job profile to the Vice Chancellor of Finance and Administration for approval. After Finance approval, it will be sent to the Chancellor for approval.
- Step 5** **If approved**, the Chancellor will send signed paperwork to the Provost and Human Resources. The Provost will forward approval to the Dean/Director and the Chair.
- Step 6** Chair or Hiring Manager should meet with Joanne Fralia in Human Resources to review the new procedures for hiring.

JOB POSTING and INTERVIEW PROCESS

- Step 1** All TCU staff positions must be posted on the TCU website. Positions will not be open until the department is ready to review applications and begin the search process.
- Step 2** It is strongly suggested the Hiring Manager keep iGreentree updated weekly.
- Step 3** Interview your primary candidates.

Departments may only interview applicants who have first applied on-line. Should anyone contact the department directly, he/she should be referred to HR.

DO NOT MAKE AN OFFER UNTIL THE NEXT STEPS ARE COMPLETED

- Step 1** The background check will be requested by the Dean. You must provide: Candidate name, email address, position name. The request will be forwarded to Human Resources.

The candidate will be sent an e-invitation to complete an on-line background check form. Once the candidate completes the form, the background check is requested.

Step 2 Human Resources will notify the Dean and the Hiring Manager of the results of the background check.

Step 3 Offers are made differently depending on position:

Non-exempt – Hiring Manager may make offer by phone to candidate with specifics on the job: position, start date, salary, requirements to begin working (physical, HR steps). Compensation is approved at the minimum starting salary for the non-exempt position.

Exempt – Request to Hire is sent to the Provost to include candidate name, position, salary, start date, requirements to begin working (physical) and confirmation of a clear background check.

If a physical is required for the position, it may be done after the offer, but before the employee may begin work.

Step 4 The Provost will issue an offer letter to the **Exempt** employee, sending a copy to Human Resources, the Dean and the Chair.

Step 5 Human Resources will complete a Personnel Action Form (PAF) for both Exempt and Non-exempt candidates. The Personnel Action form may be found at <http://hr.tcu.edu/compensation-forms/>.

POST DOCTORAL

NOTE: Post Doctoral are considered EXEMPT employees and follow the same rules and procedures for EXEMPT staff.

SECTION III – NEW EMPLOYEE RESPONSIBILITIES

NEW EMPLOYEE RESPONSIBILITIES

Step 1 Bring driver's license if the position requires driving or a government issued picture ID to Human Resources and fill out paperwork to be hired. Payroll will require the new employee's social security card (no copies or faxes).

Paper work cannot be completed until all documents have been provided.

Step 2 Human Resources will contact the hiring manager and the new hire to schedule a date for the new employee orientation.

Step 3 Go to TCU ID Card Center – BLUU 2033 (south wing)

- Provide TCU ID number
- ID card will be issued

Step 4 Set up email:

- Go to: newuser.tcu.edu
- Enter TCU I.D. number and date of birth
- Follow prompts to complete the process

CLOSE THE JOB POSTING

- Step 1 Human Resources will send a letter to the applicants who were not interviewed or hired.

- Step 2 The Hiring Manager will send a letter to the candidates who were interviewed and not selected.