Faculty Hiring Checklist

for Faculty Search, Recruitment and Selection

A step-by-step fillable form for completing steps and submitting required materials.

APPLIES TO ALL PERMANENT FULL-TIME FACULTY POSITIONS, BOTH TENURE- AND NON-TENURE TRACK

This checklist works in tandem with TCU's PageUp system and encompasses the entire hiring process, including committee selection, recruitment, job posting, interviews, hiring and onboarding.

Preparing for Full-time Faculty Searches

- **Departments** shall create hiring strategies that align with College/School hiring strategies and TCU's educational mission, vision and values.
- **Department chairs** shall know the requirements of the Faculty Hiring Checklist and understand their responsibilities as stated in this document, to be able to guide faculty in its implementation.
- **Search committee members** (faculty and staff) must complete TCU HR's Selection Committee Training every three years.

When to Use the Faculty Hiring Checklist

- Departments shall prepare for a search the semester prior to launching the formal search.
- When a search is approved, the Director of Faculty Appointments for Academic Affairs will notify the Dean and Hiring Manager (typically the department chair) with links to:
  - TCU Box folder to upload required documents throughout the search.
  - Faculty Hiring Checklist on the Provost's website under Faculty Resources. The webpage includes the checklist, instructions, examples and FAQs.

Who Manages the Checklist

- **Hiring Manager (typically the department chair) and Search Committee Chair** manage the checklist to ensure consistency and accuracy throughout the recruitment and hiring process by checking each designated box as completed and submitting the checklist upon completion.
- **Director of Faculty Appointments** monitors the search process to ensure timely submission of all documentation indicated in the Checklist, especially the items required in steps 1.E., 1.F., 1.G., 1.H., 1.I., 3.B., 4.B, 5.B., 5.C., 5.F. 5.G., 7.E. (if applicable) and 7.F. Failure to complete required steps will result in delayed posting of the job and/or offers being sent to candidates.
- **Search Committees** must successfully complete all of Steps 1 & 2 before posting the job ad.
- **The Dean** or dean's designee will notify the Director of Faculty Appointments of the successful completion of Steps 1 & 2 by approving the requisition in PageUp.

FACULTY HIRING CHECKLIST

DIRECTIONS: Download this fillable PDF. Check each step as completed. Upload the completed checklist to the designated TCU Box folder.

STEP 1: PLAN & PREPARE

Action	Completed	Submitted
1.A. SEARCH AREA • Hiring Manager (typically the department chair) and department identify the search area.	☐ Hiring Manager	N/A
1.B. SEARCH COMMITTEE CHAIR • Hiring Manager determines Search Committee Chair.	☐ Hiring Manager	N/A
1.C. SEARCH COMMITTEE • Hiring Manager and Search Committee Chair designate committee members. The committee shall be comprised of members with a variety of perspectives, positions, expertise, and research areas, and reflect TCU's educational mission, vision, and values. • The Search Committee shall include one member from outside the hiring department as approved by that department's chair. The external committee member is expected to participate in the full review and assessment of candidate materials, including Zoom interviews.	☐ Search Committee Chair	N/A
1.D. SEARCH COMMITTEE TRAINING • Hiring Manager verifies that every search committee member has completed Search Committee Training within the past three years. • Each committee member, including the external committee member, shall send the Hiring Manager a screenshot of the date they completed Selection Committee Training. All TCU employees can verify their training via PageUp as outlined here. Search committee members must sign up for the training if past due or about to expire.	☐ Hiring Manager	N/A
1.E. SEARCH COMMITTEE APPROVAL • Hiring Manager submits names and titles of Search Committee members, along with confirmation that each has completed Selection Committee Training within the last three years, to Dean for approval. • **Submit** copy of Dean's approval to TCU Box folder once available.	☐ Search Committee Chair	☐ Search Committee Chair

Action	Completed	Submitted
1.F. RECRUITMENT PLAN • Search Committee confers with Hiring Manager to create a Recruitment Plan to reach the most extensive applicant pool. • Recruitment Plan Guide (see Appendix A) • Articulate in the Recruitment Plan how committee and department members will engage their professional networks to encourage high-quality applicants to apply. • Include sites where the job will be posted. In addition to traditional and discipline-specific locations, you are encouraged to post job announcements to other sites such as the SREB, APAHE, AABHE, etc. • Prior to submitting the Recruitment Plan, Hiring Manager shall review it to ensure it aligns with the college recruitment and/or strategic plan and TCU's educational mission, vision, and values. • **Submit** Recruitment Plan to TCU Box folder.	☐ Search Committee Chair	☐ Search Committee Chair
1.G. JOB ADVERTISEMENT • Deans shall have final approval of the job ad before placement. • **Submit** copy of Dean's approval to TCU Box folder once available.	☐ Search Committee Chair	☐ Search Committee Chair
1.H. INTERVIEW QUESTIONS • The Search Committee shall develop a uniform set of interview questions using the job advertisement as the basis plus recommended questions in the link below, with approval from the Director of Faculty Appointments. • Recommended Interview Questions (see Appendix B) • Align with the job specifications stated in the ad and TCU's educational mission, vision, and values. Include a focus on teaching, research, service, and the teacher-scholar model. Questions referring to "fit" are unacceptable as they do not comply with hiring best practices. • Ensure that candidates have access to the TCU Mission statement prior to the interview. • Include this question to elicit experiences and commitment to TCU's educational mission and values: **TCU's mission statement is, in part, to "educate individuals to think and act as ethical leaders and responsible citizens in a global community." Share your experience fostering student learning outcomes relevant to this mission.** • **Submit** questions and a copy of the Director of Faculty Appointments' approval to TCU Box folder once available.	☐ Search Committee Chair	☐ Search Committee Chair

1.I. ASSESSMENT RUBRIC • Search Committee creates an assessment rubric that details evaluation criteria, using the job advertisement as the basis, with input and approval from the Director of Faculty Appointments • Hiring Manager reviews the assessment rubric to confirm that it (1) corresponds to specifications and priorities articulated in the job advertisement and (2) aligns with TCU's educational mission, vision and values. • Evaluate candidates' materials and responses to the TCU Mission question (1H). • Ensure that all evaluation criteria are job related and based on the evaluator's assessment of how well the candidates' materials align with the specifications of the job ad and TCU's educational mission, vision, and values. • Assessment Rubric Examples (see Appendix C) • **Submit** rubric and a copy of the Director of Faculty Appointments' approval to TCU Box folder once available.	☐ Search Committee Chair	☐ Search Committee Chair

STEP 2: CREATE AND APPROVE FACULTY SEARCH (PageUp)

Action	Completed	Submitted
2.A. FACULTY SEARCH IN PAGEUP • Hiring Manager fills out faculty search requisition (on PageUp). • Select the faculty approval flow associated with your school/college. • **Submit** requisition to initiate approval.	☐ Hiring Manager	☐ Hiring Manager
2.B. APPROVAL • Each member of the approval chain reviews the requisition and contacts Hiring Manager if changes need to be made before **submitting** their approval.	☐ Hiring Manager	N/A

Search Committees must successfully complete all of Steps 1 & 2 ABOVE before posting the job ad. The job ad will not go live until the Director of Faculty Appointments has ensured required documents have been completed through steps 1 &2. By approving the requisition in PageUp **the Dean, or dean's designee, affirms successful completion of Steps 1 & 2.**

STEP 3: POST JOB ADVERTISEMENT

Action	Completed	Submitted
3.A. DEAN'S APPROVAL • Prior to posting the job ad, the Dean must review and approve the ad. See Step 1.G. above.	☐ Hiring Manager	N/A
3.B. POST JOB ON TCU WEBSITE • Once approval from the Dean is complete, TCU HR posts the job automatically on various websites. • Review the information in the email from the Director of Faculty Appointments for Academic Affairs.	☐ Hiring Manager	N/A
3.B. POST ON SITES IDENTIFIED IN RECRUITMENT PLAN • Hiring Manager (typically the department chair) works with HR Talent Acquisition and department to ensure the position is posted on all sites identified in the Recruitment Plan. • In addition to the traditional and discipline-specific locations, units are encouraged to post job announcements to other sites and organizations such as the SREB, APAHE, AABHE, etc. • **Submit** screenshots of all job ads for every electronic posting to the Box folder, including automatic standard postings per U.S. Dept. of Labor 20CFR 656.17(e)(1)(i)(B0(4)	☐ Hiring Manager	☐ Hiring Manager
3.C. POST FOR AT LEAST 30 DAYS • Extended timeframe will allow for a qualified, robust pool of candidates. • After 30 days, Hiring Manager may choose to hold or close the position through TCU HR.	☐ Hiring Manager	N/A
3.D. BROADEN SEARCH IF NEEDED • If needed, Hiring Manager works with HR Talent Acquisition to encourage a more qualified, robust candidate pool.	☐ Hiring Manager	N/A

STEP 4: INITIAL REVIEW – FIRST-ROUND INTERVIEWS

Action	Complete	Submitted
4.A. REVIEW CANDIDATES • After a minimum of 30 days, Search Committee Chair and committee members review candidates to determine who will move on to first-round interviews. • Hiring Manager confers with the Search Committee Chair to approve or pause list of candidates who will move on to first-round interviews. • If the list of candidates is not robust, the Hiring Manager shall confer with the Dean and/or Provost, and may extend or reopen the search.	☐ Search Committee Chair	N/A
4.B. FIRST-ROUND INTERVIEW SCHEDULE • Search Committee Chair schedules interviews, ensuring that search committee members attend interviews of all candidates. • Ensure that candidates have access to the TCU Mission statement prior to the interview. • Ask candidates if any accommodations are required to participate. • **Submit** first-round interview schedule to TCU Box folder.	☐ Search Committee Chair	☐ Search Committee Chair
4.C. ASSESSMENT RUBRIC & INTERVIEW QUESTIONS • Search Committee Chair distributes Assessment Rubric and Interview Questions to all committee members. • To ensure equity, use the Interview Questions in the same order and allot equivalent time for each interview.	☐ Search Committee Chair	N/A

STEP 5: IDENTIFY FINALISTS – FINAL INTERVIEWS

Action	Complete	Submitted
5.A. ASSESSMENT RUBRIC • After first-round interviews, Search Committee compiles and discusses data from Assessment Rubric to determine a short list of final-round candidates. **NOTE**: Any committee member not present for a candidate's interview shall not participate in the discussion about that candidate. The committee member may contribute to the overall determination of the short list of final-round candidates if they were present for the majority of the interviews.	☐ Search Committee Chair	N/A
5.B. FINAL CANDIDATE SUMMARY • Search Committee Chair creates a list of final candidates. • Obtain approval from Hiring Manager (typically the department chair). • **Submit** copy of Hiring Manager's approval to TCU Box folder.	☐ Search Committee Chair	☐ Search Committee Chair

5.C. CANDIDATE DATA REVIEW
• Hiring Manager contacts HR Talent Acquisition with the following information:
  ○ Requisition number
  ○ Full name(s) of finalists
  ○ Full name(s) of alternates
  ○ List of places where the job was advertised
• If **approved**, move forward with final interviews.
• If **denied**, work with HR Talent Acquisition and Director of Faculty Appointments to reopen search for a more robust candidate pool.
• **Upload** Candidate Data Review approval email from HR to the TCU Box folder.
	☐ Hiring Manager	☐ Hiring Manager

5.D. INVITE FINALISTS • Hiring Manager informs and invites finalists to second-round interviews. • Schedule internal candidates as first interviews. • Notify finalists that reference checks will be made prior to the interview.	☐ Hiring Manager	N/A

Action	Complete	Submitted
5.E. REFERENCE CHECKS • Hiring Manager contacts at least 3 references per finalist by phone or Zoom. • Ask prior employer: "Given the opportunity would you hire this person again?"	☐ Hiring Manager	N/A
5.F. INTERVIEW SCHEDULE • Search Committee Chair **uploads** final interview schedule to TCU Box folder.	☐ Search Committee Chair	☐ Search Committee Chair
5.G. ITINERARY • Search Committee Chair develops detailed itinerary and provides to the candidate in advance. • All itineraries should be similar, including those for internal candidates. • **Submit** to TCU Box folder.	☐ Search Committee Chair	☐ Search Committee Chair

STEP 6: FINALIZE CANDIDATES

Action	Complete	Submitted
6.A. DETERMINE CANDIDATE RANKING • Search Committee compiles and discusses data from Assessment Rubric and feedback from faculty, staff and students who participated in finalists' visit. (Examples: pros and cons, ranked or unranked, etc.) • **Submit** recommendation of successful applicants to Hiring Manager.	☐ Search Committee Chair	☐ Search Committee Chair
6.B. PROCESSING APPLICANTS • The Search Committee chair is responsible for processing the status of all applicants in PageUp. • If necessary, the Hiring Manager should remind the Search Committee Chair to process or assist with processing the status of all applicants.	☐ Search Committee Chair	☐ Search Committee Chair

STEP 7: OFFER & ONBOARDING

Hiring Managers must follow the steps below to extend a verbal or written offer.

Action	Complete	Submitted
7.A. HIRING PACKAGE • Hiring Manager works with the Dean on hiring package. Dean then emails Associate Provost for Academic Planning, Budgeting and Operations with recommendation. • Consider relocation stipend, start-up package, lab space, year for tenure review, other appt. criteria. • Finalists with prior tenure status at a fully accredited institution may be offered tenure upon hiring through an expedited process.	☐ Hiring Manager	N/A
7.B. VERBAL OFFER • Once Associate Provost for Academic Planning, Budgeting and Operations has notified Dean of approved hiring package, Hiring Manager extends verbal offer to top candidate. Explain that offer is contingent upon background check.	☐ Hiring Manager	N/A
7.C. OFFER CARD IN PAGEUP • Hiring Manager fills out Offer Card in PageUp to begin formal offer approval process.	☐ Hiring Manager	☐ Hiring Manager
7.D. BACKGROUND CHECK • Background check will be initiated once the offer card reached the Provost's Office.	☐ Hiring Manager	N/A
7.E. OFFICIAL OFFER – PROVOST'S OFFICE • Ensure background check is approved. • Complete offer card. • Upload offer letter/contract. • Extend official offer via PageUp. **Note**: Only what is approved and included in final offer letter is official. For international hire, complete this template and submit to Box. This is required by federal law.	☐ Hiring Manager	☐ Hiring Manager
7.F. ONBOARDING & MENTORING PLAN • Hiring Manager creates plan for new hire. • **Submit** to TCU Box folder.	☐ Hiring Manager	☐ Hiring Manager

STEP 8: SUBMIT COMPLETED FACULTY HIRING CHECKLIST

Action	Complete	Submitted
8.A. SUBMIT CHECKLIST • Hiring Manager ensures Faculty Hiring Checklist is completed, all boxes marked, all forms submitted. • **Submit this completed checklist to TCU Box folder.**	☐ Hiring Manager	☐ Hiring Manager

When all boxes are marked complete, submit this form to the designated Box folder.

Appendix A
Faculty Recruitment Plan Guide

Guidelines

- Demonstrate national reach in your recruitment efforts.
- Emphasize a commitment to excellence in the academic field.
- Leverage the professional experience and networks of TCU faculty.
- Affirm appreciation for the teacher/scholar model as TCU engages in a broader and more ambitious research agenda.
- Align with relevant pillars of the *Lead On: Values in Action* Strategic Plan.
- Consider specializations and sub-specializations that reflect TCU's liberal arts foundation and mission.
- Prioritize candidates who value contributing to a university engaged in student success and global community impact.

Required Elements

Faculty Profile Review
Confirm that all faculty profiles and curriculum information on the department website are current.

Search Committee List
Develop a list of search committee members with the professional networks or associations each member will engage during recruitment.

Committee Values and Composition
Compose a brief statement that explains the committee's values, working principles, and the range of disciplinary perspectives and expertise represented.

Job Ad Posting Strategy
Create a list of websites and platforms where the department will post the job ad. Include other outreach strategies such as direct outreach to professional organizations, conference recruitment, HR support and social media.

Candidate Engagement Strategy
Provide a short summary of how the committee will prepare for candidate interviews, including:

1. Anticipated common questions candidates may ask (about University, College, School strategic plans, department direction, resources, etc.)
2. How the committee will answer consistently and transparently
3. What materials, weblinks or talking points the committee will share with candidates.

The Recruitment Plan may also include any additional, relevant, information.

APPENDIX B
Sample Interview Questions

Research and Creative Activities & Scholarship

- What are your primary research interests? How do they align with TCU's mission and strategic plan? Can you provide a specific example from a recent article, grant activity, project, or other creative activity?
    - NOTE: The search committee needs to be sure candidates have access to the TCU Mission statement prior to the interview.
- Can you give an example of how you have involved students in your research or creative activities to enhance their learning?
- What research projects or creative activities do you plan to pursue in the next 3-5 years?
- How have you collaborated across disciplines in your research and what were the outcomes?
- How do you foster a sense of community and belonging within your research team?
- How does your research/creative activity involve or impact the community, profession/discipline?
- Can you share an experience where you upheld academic integrity under challenging circumstances?
- Can you describe a situation where you had an ethical dilemma in your research? How did you handle it?
- How do you engage community-facing research? And how might you engage DFW in your research?
- Can you provide an example of how your research has directly influenced your teaching practices?
- Knowing that TCU values the teacher/scholar model, how would you balance your responsibilities as a teacher and a scholar? Can you provide examples?

Teaching

- What is your teaching philosophy and how does it align with TCU's mission statement?
    - NOTE: The search committee needs to be sure candidates have access to the TCU Mission statement prior to the interview.
- How have you incorporated new technologies or innovative approaches in your teaching? Please provide a concrete example.
- How do you engage students in active learning and critical thinking? Please provide a concrete example.
- What strategies do you use to foster academic excellence and deep learning in your classroom?
- Can you share how you prepare students to be ethical and responsible leaders in their communities or professions?
- Have you ever faced a challenging situation related to student honesty or conduct? How did you handle it?
- How do you accommodate different learning styles and abilities in your teaching? Please provide a concrete example.

Sample Interview Questions - continued

- Describe a successful moment in your teaching? How do you account for the success?
- What does a day in the life of your instruction and engagement with students look like?
- What is your philosophy on assessing student work? Please provide an example. How do you help students understand your approach to assessment?
- How do you provide useful, timely, feedback to students and what types of feedback do you use to achieve your overall goals for the course?
- How do you foster a sense of community and connection in your classroom? Please provide a concrete example.

Service & Community Engagement

- What does excellence look like to you in the context of service to the university, profession/discipline, and broader community?
- Can you share an example of a high-impact service project or committee contribution that demonstrates your commitment to excellence?
- In what ways have you contributed to shaping students or colleagues as ethical leaders through your service work?
- What excites you about being a part of the TCU and DFW communities? What kinds of contributions would you like to make to these communities?
- What methods do you use to actively involve the community in your decision making for research/creative activity and/or student experiential learning?
- What challenges do you anticipate in community engagement work and how would you address them?
- How do you, or would you, approach building trust with community members?
- How would you measure the impact of your community (TCU, profession/discipline, or wider community) engaged initiatives?
- TCU values faculty research & creative activity, teaching, and service. How do you anticipate balancing your time commitments to research, teaching and service and community engagement?

APPENDIX C
Example Assessment Rubrics

Score	Education & Experience	Excellent (10-9)	Good (8-7)	Neutral (6-5)	Fair (4-3)	Poor (2-0)
	Formal education	Ph.D. or Ed.D. in educational field	Ph.D. / Ed.D. in related academic field: significant background & experience in education			
	sustaining and promoting programs and people to raise the status of (unit) or equivalent					
	research worthy of the rank of full professor					
	ability to secure funding internally and externally					
	university teaching experience in a field related to (unit) worthy of the rank of full professor					
	Knowledge, Skills & Abilities	**Excellent (10-9)**	**Good (8-7)**	**Neutral (6-5)**	**Fair (4-3)**	**Poor (2-1)**
	visionary and strategic thinking about (unit) and how it fits into a liberal arts university					
	interdisciplinary collaborations and community connections					
	transparent decision-maker and effective delegator					
	ability to prioritize work and juggle multiple tasks for effective interaction with internal and external constituents					
	TOTAL					
	Additional Notes:					