



GUIDELINES AND PROCESSES FOR TRANSFORMATIONAL HIRING

Overview

The College of Arts and Sciences is launching a Transformational Faculty Hiring Program in support of a limited number of open department/open rank hires in FY23. The objective is to hire transformational game-changers who will contribute to areas where there is an established concentration of excellence demonstrably ready to be taken to the next level. These areas of excellence may span departments within the college. Individual departments are expected to play an active role in the recruitment process by identifying target of opportunity faculty, submitting a proposed hire to the college, and recruiting that scholar through to acceptance of an offer. The offer will come with a competitive salary and startup package.

The Process

Stage One – Exploration

- (1) Interested departments will work actively and strategically to identify desired candidates in appropriate areas of strength. This process of exploration should involve multiple members of the department with representation across areas and ranks and commence in Fall 2022.

Desired candidates must show both significant achievement and promise, with their best work still in front of them. The strongest candidates are likely to be at the rank of associate or full professor, but fast-rising, pre-tenure candidates will be considered. All candidates must meet the criteria below:

- PhD in a discipline that is relevant to the department's strategic plan;
 - Demonstrated and consistent record of innovative and impactful scholarly work;
 - Exceptionally strong record of publication, as appropriate for the field of study;
 - Established record of funding (if relevant to the discipline);
 - Established national/international reputation, depending on rank;
 - Established record of working on collaborative projects (as appropriate);
 - Demonstrated commitment to diversity, equity, and inclusion; and
 - Strong potential for transformational impact on departmental trajectory.
- (2) Departments may choose to bring one or more desired candidates to College Station for a campus visit to give an invited lecture and meet with faculty and students. These visits, however, will not be considered an interview. Departments can inform the college that they have scheduled a visit, but the visit will not involve meetings with representatives from the dean's office.
 - (3) During this stage, the department head may opt to broach the subject of whether or not the desired candidate would be willing to consider an employment opportunity at Texas A&M in the near future. The department head should use their best judgment in deciding how much to say at this earliest stage. Each situation is likely to vary depending on the established relationships with the desired candidate. If the subject does come up, the head should make it clear that there is a process for such hires, and all hiring decisions require college-level approval.



Stage Two – Submission and Review of Proposals

- (4) The department head will submit a proposal to the college requesting authority to recruit ONE desired candidate using this transformational target of opportunity mechanism.

Each proposal will need to include the following:

- A description of how the desired candidate's research would bring transformational impacts to the department, with support from existing strategic plans as appropriate (and/or transformational interdisciplinary connections linking two or more departments' strategic goals);
- A description of how the desired candidate could have transformational impact in at least one additional area from the following three categories:
 - Graduate studies;
 - Undergraduate studies; and/or
 - Climate and diversity;
- A description of the process that led the department to target this particular person, including efforts to consider scholars from demographic groups that are underrepresented in the department; and
- An estimate of start-up costs, identifying funds that can be used to meet the departmental share (1/3 of startup).

The proposal should exclude any personal information (including personal factors that might make College Station a desirable location). The proposal may include references to relevant departmental metrics and data from the department's most recent Academic Program Review. (The department's strategic plan or SOAR analysis can be submitted as an appendix).

- (5) This stage of the process needs to remain confidential. Desired candidates should not be involved with the preparation of the proposal or be informed that a proposal is being submitted.
- (6) The deadline for proposals is **January 30th, 2023**.
- (7) Proposals will be reviewed by members of the college leadership team to ensure confidentiality. The college-level review will factor in departmental needs, as well as departmental metrics.
- (8) The college will inform departments if they have been authorized to move forward to the recruitment stage no later than **February 17th**.

Stage Three – Recruitment and Hiring

- (9) During this stage, the department will more actively work to recruit the desired candidate. The timing of this stage may vary from one department to the next, as heads (and other faculty) seek to entice the desired candidate to consider an offer from Texas A&M. Heads are authorized to start these conversations at this point, following dean's approval.



- (10) Before an offer is made by the dean, the department will need to vote on whether to proceed. The faculty vote can only take place after a desired candidate has visited campus, presented a lecture, and met with faculty. This allows the possibility that the candidate visit, and faculty discussion and vote, could take place in the earlier exploration phase or after the proposal has been approved. Whether or not a department has voted on a desired candidate will not be factored into the review of proposals. A desired candidate may visit campus once, or multiple times during this process.
- (11) If the desired candidate indicates that they would be interested in considering an offer, the head should inform the dean. The college will work with Faculty Affairs to get approval to make a hire using appropriate procedures for target of opportunity hires. Once approved, the dean will proceed to make an offer in consultation with the department head on salary and startup.
- (12) Alternatively, if the desired candidate indicates that they are not interested in considering an offer, the department should inform the college that the recruitment phase has ended unsuccessfully.

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