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OFFICE OF FACULTY AFFAIRS

Procedures for Recruiting Tenure-Track Faculty

Office of Faculty Affairs
(323) 343-3810
www.calstatela.edu/academicpersonnel

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INTRODUCTION

This guide is intended to assist search committees involved in the recruitment, selection, and nomination of tenure-track faculty. While not intended to be a comprehensive resource, the guide must be followed to ensure searches follow established policies and procedures. Because faculty in many disciplines are becoming increasingly difficult to recruit and considerable resources are expended in the effort, it is important to start early, proceed systematically, and employ courtesy and professionalism throughout the search process.

POLICY DOCUMENTS

Faculty Handbook – Recruitment of Faculty and Appointments
http://www.calstatela.edu/academicsenate/handbook/ch6a

Faculty Handbook – Personnel Committees
http://www.calstatela.edu/academicsenate/handbook/ch6a#commit

Faculty Handbook – Statement of Diversity and Inclusivity
www.calstatela.edu/academicsenate/handbook/ch6#diversity

Faculty Handbook – Equal Employment opportunity
www.calstatela.edu/academicsenate/handbook/ch6c#action

Faculty Handbook – Policy on Nepotism
www.calstatela.edu/academicsenate/handbook/ch6c#family

Collective Bargaining Agreement between the CFA and CSU – Articles 12.21-12.28
www.calstate.edu/hr/employee-relations/bargaining-agreements/contracts/cfa/2014-2017/article12.pdf

Executive Order 1088 Affirmative Action Plan
www.calstate.edu/eo/EO-1088.pdf

PROCESS OVERVIEW AND CHECKLIST

This checklist is for use by the committee to guide the process. The Search Committee Chair should consult with the Department Chair and Dean regarding a timeline for starting and completing the search process.

Establishing the Search Committee (Page 4)

- ☐ Elect search committee, committee elects chair, search committee chairs meets with Dean to discuss expectations.

Mandatory Workshops and Modules (Page 4)

- ☐ Attend two mandatory workshops (search committee Chair and Department Chair are required to attend)
  - ☐ one-hour workshop with Faculty Affairs
  - ☐ one-hour workshop with the Vice Provost for Diversity
  - ☐ complete systemwide training modules (all members of the search committee). Each member of the committee must turn in certificates of completion from the systemwide training modules to Faculty Affairs prior to receiving approval for posting the position.

Launching the Search (Pages 7-8)

- ☐ Search committee uses Position Announcement (PA) Template (available on Faculty Affairs website) to create PA.
- ☐ Complete Recruitment Questionnaire (RQ). Identify discipline-specific advertising venues above and beyond centralized advertising provided by the University and identify Minority Serving Institutions (MSI) with relevant programs on the questionnaire.
- ☐ It is recommended that you send the PA and RQ to AVP for Faculty Affairs for input.
- ☐ Submit PA and RQ to Dean for approval.
- ☐ Dean submits PA and RQ to Faculty Affairs for final approval. Faculty Affairs will forward the approved PA to Human Resources Management for posting and advertising. Committees should also prepare discipline-based ads (if applicable).
- ☐ Using the approved PA, prepare Candidate Evaluation Spreadsheet to be used for the initial screening of candidates. All applicants must be included on the spreadsheet.

Recruitment and Outreach (Pages 9-11)

- ☐ Implement and conduct extensive and effective recruitment strategies. **Recruitment and outreach to underrepresented candidates is one of the most important functions of the committee.** The strength and diversity of the pool should be a primary focus of your recruitment.

Screening and Review of Applicants (Pages 11-12)

- ☐ Screening Process begins. The committee may begin screening candidates prior to the published date. Any extensions to the review date must be approved by the Dean and Faculty Affairs.
- ☐ Application review completed (Candidate Evaluation Spreadsheet completed). Semi-finalists identified.

Telephone/Skype Interviews (Page 13) and Reference Checks (Pages 13-14)

- ☐ Telephone/Skype interviews for semi-finalists completed (including required questions). Identify finalists (and alternates, if applicable).
- ☐ After determining your finalists and alternates following the Telephone/Skype interviews, complete two reference checks for each finalist and alternate using the Telephone Reference Check Form Template.

On-Campus Interviews (Pages 15-16)

- ☐ Complete On-Campus Interview Form (which includes the following attachments: Candidate Evaluation Spreadsheet, Recruitment Summary, Reference Check Forms, CVs, University Application for Employment, Interview Questions, and ABD Status Verification emails). Forward to Dean for approval.
- ☐ Dean approves and forwards On-Campus Interview Form and attachments to Faculty Affairs for approval.
- ☐ Upon approval from Faculty Affairs, invite finalists to campus for interviews and create candidate itineraries.
- ☐ Complete campus visits and interviews.

The Nomination and Recruitment Analysis Report (Page 18)

- ☐ Complete and submit the Recruitment Analysis Report (RAR) with attachments to the Dean for approval.
- ☐ Dean approves and submits Request Memo and RAR with attachments to Faculty Affairs for approval and discusses offer terms with AVP for Faculty Affairs.

Making the Hire (Page 18-19)

- ☐ Faculty Affairs obtains approval from Provost for Dean to make offer and complete hire.
- ☐ Dean completes final reference check(s) for top finalist and completes verbal offer and preparation of appointment letter. The appointment letter draft must be approved by Faculty Affairs before sharing with the top candidate.
- ☐ Dean emails and mails approved offer letter to top candidate.
- ☐ Dean oversees the completion of the hiring process, including forwarding the signed appointment letter, completed Employee Transaction Form (ETF), and summary of Dean's reference check.
- ☐ Faculty Affairs forwards approved documents and University Application for Employment to Human Resources Management for processing.
- ☐ Notify unsuccessful candidates (this should be performed at various stages throughout the process).

Welcoming the New Faculty (Page 19)

- ☐ Design an appropriate welcome for the new faculty member.

All questions regarding search procedures must be directed to Faculty Affairs.

Establishing the Search Committee

One of the greatest opportunities to make profound and long-term changes in an academic department is to serve on a search committee. The search committee acts on behalf of the entire department.

1. Committee shall normally consist of three or more tenured faculty members elected by the department. At the discretion of the President and upon request of the department/division/school, search committees may also include probationary faculty. If the President has authorized recruitment of a tenured faculty member, the search committee shall be limited to tenured faculty members at a rank equivalent to or higher than the rank at which the faculty member will be appointed.
2. Faculty participating in the Faculty Early Retirement Program (FERP) may serve on search committees when the committee's work would normally be completed during the period of FERP employment. However, search committees may not be comprised solely of FERP faculty.
3. Faculty on leave for a semester or more may not serve on a search committee; however, special approval may be obtained from the Dean if there are extraordinary circumstances that make the faculty member's attendance highly desirable.
4. If necessary, the department may elect tenured faculty in a related discipline from another department.
5. Search Committee Chair should be elected from and by its membership.

Mandatory Workshops

Prior to beginning the recruitment process, the Department/Division Chair and Search committee chair are required to attend two mandatory workshops; one-hour with Faculty Affairs and one-hour with the Vice Provost for Diversity. Other committee members may also choose to participate.

Every member of the search committee is also required to complete the systemwide training modules. Completing the workshops and providing certificates of completion for the training modules to Faculty Affairs are the first steps in the process and must be completed prior to receiving approval to post the position announcement.

For the systemwide training modules, completion is required every two years. A list is maintained by Faculty Affairs. Contact Faculty Affairs at 343-3810 and the Vice Provost for Diversity at 343-3800 to schedule the workshops.

Please follow these links to access the modules:

Searches and Recruitment in the CSU - Module 1:

https://csu.sumtotal.host/core/pillarRedirect?relyingParty=LM&url=app%2fmanagement%2fLMS_ActDetails.aspx%3fActivityId%3d209%26UserMode%3d0

Searches and Recruitment in the CSU - Module 2:

https://csu.sumtotal.host/core/pillarRedirect?relyingParty=LM&url=app%2fmanagement%2fLMS_ActDetails.aspx%3fActivityId%3d210%26UserMode%3d0

These links will take you directly to the course details page (after logging in through the Cal State LA campus portal). You will only need to click launch to get started (no searching required).

Instructions for printing your certificate of completion may be found on the Faculty Affairs website.

Search Committee Roles and Responsibilities

Each member is responsible for compliance with policies and procedures regarding the search. Responsibilities include, but are not limited to:

1. All members of the committee must read the *Procedures for Recruiting Tenure-Track Faculty* and policy documents listed on Page 1 prior to commencing search activities.
2. Maintaining **strict confidentiality** in all matters pertaining to applications, reference checks, selection, and nomination.
3. Developing the position announcement, recruitment strategies and discipline-specific advertisements (if applicable).
4. Actively participate by conducting active recruitment and outreach.
5. Candidate Review
    a. Reading each application.
    b. Participating actively in all committee meetings.
    c. Evaluating ALL applicants based on identified criteria using the Candidate Evaluation Spreadsheet.
    d. Participating in reference checks (as needed) and telephone interviews.
6. Participating actively in the interview process.
7. Assisting with completing paperwork, scheduling, and hosting candidates.
8. Discussing all financial aspects of the search with your departmental coordinator at the beginning of the search process.

Discussing Unconscious Bias

An unconscious bias is a prejudice we have or an assumption we make about another person based on stereotypes and normative thinking, rather than on a thoughtful evaluation; therefore, it is very important that committees openly discuss the potential for *unconscious bias* prior to creating position announcements, and performing screening and other forms of evaluation during the hiring process.

Are various groups subject to different expectations? (Candidates from the dominant group are often judged on their potential, while underrepresented candidates must demonstrate their accomplishments) Have the accomplishments of women and minority candidates been undervalued because their work or research might be “unconventional?”

We all have preferences and must admit that we all carry some form of bias; however, in an inclusive and welcoming environment, we should access self-awareness in order to create opportunities and support people who are different than we see ourselves.

Committees should:

- *Discuss unconscious bias within the search committee*
- *Avoid stereotypes*
- *Be open to non-traditional research areas or work*
- *Access self-awareness in order to create opportunities for others*

Search Committee Chair Responsibilities

The Committee Chair is responsible for consulting with the Dean and Department Chair (if not serving on the committee) regarding the timeline for the search. It is generally recognized that when recruitments progress quickly, the committee is more likely to retain top candidates in the pool throughout the on-campus interview and/or an offer of employment.

The responsibilities of the search committee chair include, but are not limited to:

1. Ensuring that **every** member of the search committee has completed the systemwide recruitment modules and has reviewed the policy documents listed on Page 1. Copies of this guide or a link to the electronic version should be distributed to each committee member by the search committee chair.
2. Enforcing all policies and procedures.
3. Acting as a liaison between the search committee, Department Chair, and Dean.
4. Overseeing the completion and processing of approvals and forms.
5. Working closely with the Department Coordinator to coordinate correspondence with candidates in a timely manner.
6. Arranging committee meetings to review application materials.
7. Working with the Department coordinator to schedule interviews and campus visits, as appropriate.
8. Hosting candidate visits in a professional and timely manner.
9. Ensuring that candidates are properly reimbursed for expenses.
10. Keeping candidates informed as the search progresses.
11. Deferring **any** and **all** discussions or questions from the candidate regarding salary and any other monetary or resource considerations to the Dean.
12. Performing other duties as needed to complete a timely and successful search.

The Position Announcement

Preparing the Position Announcement

The first step is for the committee to make decisions for each of the following key items in order to prepare a draft of the position announcement.

1. Position Title
2. Minimum Qualifications, including degree requirements (naming the terminal degree).
3. Preferred Qualifications (Carefully differentiate between minimum and preferred elements)
4. Position Specific Professional Duties
5. Information about the college (optional).
6. Information about the department/division/school (optional).
7. Required Documentation (NOTE: Reference letters are no longer required for tenure-track searches; however, committees may wish to require reference letters for finalists.)
8. Application Procedures

Please utilize the Position Announcement Template posted on the Faculty Affairs website to identify which sections are written by the committee. The following information explains the desired content for the sections completed by the committee:

Considering Minimum Qualifications (Including degree requirements)

Qualifications should allow for a broad pool of applicants that would be successful in the position. Write the qualifications in a way that allows the search committee to assess candidate competencies during the review process, minimizing subjective factors to avoid the potential for bias. Identify additional qualifications using care to ensure they are position-related, essential, non-restrictive, and not prejudicial to legally protected classes. Avoid making the mistake of creating a list of narrow qualifications for which there are only a handful of people. You can emphasize the needs of the department while including qualifications that are more general. This will enhance the number of qualified applicants. In addition, it is important to know the potential pool from which you will be recruiting. If there are only a limited number of people who meet your qualifications, you should rethink whether you are going to be successful in recruiting for this position. It is very important that the minimum qualifications are measurable and you should consider, in advance, how these qualifications will be evaluated during the screening process.

Degree Requirements (normally the terminal degree in the field or discipline)

The committee must consider very carefully the type of degree that will be required and whether it might be wise to broaden the scope of what is acceptable. If the vacancy announcement requires a “Ph.D. in Forestry,” all qualified candidates must have a Ph.D. in Forestry at the time of application in order to be interviewed and hired. To broaden the candidate pool, you may consider, for example, a “Ph.D. in Forestry or other closely-related disciplines.”

All But Dissertation (ABD) Exceptions

With prior approval, vacancies may also be open to candidates nearing the completion of the doctorate (ABD - All But Dissertation). This condition must be established in the vacancy announcement and will be reflected in the appointment offers.

Only candidates with verified degree requirements will be considered qualified and approved for an interview. Please attach necessary documentation (verification email from Dissertation Committee Chair) for all ABD candidates indicated on the On-Campus Interview Form.

Required language for the Position Announcement:

Option 1: Required Terminal Degree for all qualified applicants

> *An earned doctorate (Ph.D.) in <discipline or field> [or other closely-related disciplines] from an accredited institution (or equivalent) is required at the time of application.*

Option 2*: Required Terminal Degree by date of appointment

> *An earned doctorate (Ph.D.) in <discipline or field> [or other closely-related disciplines] from an accredited institution (or equivalent) is required; however, applicants nearing completion of the doctorate (ABD) may be considered. For appointment, the doctorate must be completed by the date of appointment (8/19/2019).* (NOTE: If the Option 2 language is not used, the doctorate is required at the <u>time of application</u>.)

******Option 2 must have prior approval from the Dean and the Associate Vice President for Faculty Affairs.***

Preferred Qualifications: While preferred qualifications are not required for appointment, they may be important regarding the screening of candidates and determining finalists.

The minimum and preferred qualifications should be clearly stated. Examine all required and preferred criteria for a position carefully to ensure that (1) you will be able to build an adequate applicant pool, and (2) you won't exclude or discourage applications from well-qualified candidates.

One common error is to require a specific number of years of experience. For example, if you state in your <u>minimum</u> qualifications, "Three or more years of teaching experience at the university level," all candidates interviewed must have three or more years of experience. A candidate with two years and one semester would NOT be qualified. A better practice would be to focus on quality over quantity, for example, stating in your <u>preferred</u> qualifications, "Successful teaching experience at the undergraduate level."

Duties: The purpose of this section is to describe the position. The basic or primary teaching responsibilities should be described in an informative, reasonably detailed manner, but without suggesting that the appointee's obligations will be forever limited to a narrow list of specific courses and identified duties. Research, grant development, student advising, curriculum development, service activities, and other primary responsibilities of the position should also be identified. **In this section, the focus should strictly be on the responsibilities of the position. Please avoid re-listing the minimum and preferred qualifications in this section.**

College and Department/Division/School: These sections should provide general information that will help candidates identify with the vision and goals of the college and department, including unique characteristics and opportunities for students. Take this opportunity to share the strengths and successes of the college and department, and articulate ways a candidate will advance the strategic growth and initiatives of the college and department.

Required and Suggested Documentation: In addition to the online application, applicants submit the following required and suggested materials:

1. Cover letter specifically addressing all minimum and preferred qualifications for the position. **(Required)**
2. Curriculum Vitae. **(Required)**
3. A narrative describing commitment to working effectively with faculty, staff, and students in a multicultural/multiethnic urban campus environment with a substantial population of first-generation students. **(Required)**
4. A list of three professional references. **(Required)**
5. A statement of teaching philosophy. **(Optional)**
6. Samples of work **(Optional)**

For Finalists:

1. Official transcripts. **(Required)**
2. Three current letters of recommendation. (NOTE: Reference letters are no longer required for tenure-track searches; however, committees may wish to require reference letters for finalists.) **(Optional)**

Application: Be very specific regarding the format of submission (e.g., email all application materials in a single PDF) and be sure to list the contact information for the Search Committee Chair in case applicants have questions. If an application from a promising candidate arrives after the consideration date, the language in the notice permits the committee to include the new applicant for consideration if all the other "late" applications are also given full consideration.

RECRUITMENT AND ADVERTISING

Recruitment

Successful and active recruiting is the primary criterion for the approval of all requests to advance a search to the on-campus interview phase of the search. By engaging in inclusive recruitment and proactive outreach, the committee is making a good-faith effort to reach a broad and diverse applicant pool. The committee must complete the required Recruitment Questionnaire at the beginning of the search process for approval along with the Position Announcement. Both should be submitted to the Dean for approval by the Dean and Faculty Affairs as outlined on page 2.

Recruiting is the responsibility of the entire department and the committee should engage the department faculty in outreach. Please consider who may be able to contribute to your success and be sure to document all contributions on the On-Campus Interview Form (Recruitment Summary). Committees are required to provide a detailed account of recruiting activities, especially with regard to recruiting a diverse candidate pool. A detailed log of all contacts is a required part of the summary. This will include, but is not limited to, phone and email contact lists. It is important that committees develop non-traditional approaches, including recruiting faculty who may not be currently looking for positions.

The most effective form of recruitment is direct contact through personal networks, program coordinators, colleagues, advisors, and outreach to others who have direct contact with potential candidates. Mass and form emails without responses will not be considered as evidence of successful and active recruiting on the recruitment summary. Successful and active recruiting requires tapping into familiar sources, as well as developing new networks, moving outside your normal range of contacts.

The documentation for an effective recruitment must include answers to the following questions from the Recruitment Questionnaire and Recruitment Summary:

1. Please provide a detailed narrative of multiple recruiting strategies the committee used to ensure that the position announcement was brought to the attention of diverse candidates. Committees will provide a detailed log of actions that provide evidence of implementing the strategies listed above.
2. Please provide your plans for interactive contacts, such as recruitment at professional meetings and conferences, phone calls, and face-to-face conversations. Committees will provide a detailed log of actions that provide evidence of implementing the strategies listed above.
3. Please provide a list of any additional advertising you pursued beyond the standard and centralized advertising provided by the University, including those with a focus on reaching out to underrepresented candidates.
4. Please describe how you have kept applicants informed regarding the process of the search (emails, calls, letters, etc.).

   To assist in your efforts, you may find valuable information about which programs produce high numbers of ethnically and racially diverse doctoral students at:

http://diverseeducation.com/top100/

NOTE: Failure to conduct a rigorous and thorough recruitment, and provide documentation and evidence will constitute grounds for extending the search at any point in the process.

Additional Reminders about Recruiting Candidates

Four basic rules of recruiting:

- Search committee and the department faculty should seek out viable candidates and invite them to apply.
- Seek a diverse, broad pool of qualified candidates.
- Keep candidates informed throughout the process.
- Do not rely solely on advertising, direct email, listservs, and mass emails.

Advertising

For the purposes of evaluating recruitment efforts, advertising (print or online) is not considered recruiting. We want to be clear to delineate between recruiting and advertising, which are not the same thing.

For additional advertisements beyond the centralized advertising provided by the University, discipline-specific advertisements may not contain alterations or abbreviations of the minimum and preferred qualifications—and should contain a link to the official and complete posting.

A comprehensive list of discipline-specific outlets is available on the Faculty Affairs website.

Screening and Selection

Timing: Search committee members may begin the initial screening of application materials prior to the full consideration date; however, no final determination on the status of the applicants shall occur until the date has passed. All members of the search committee must evaluate every application.

Confidentiality: Search committee members are responsible for maintaining strict confidentiality in all matters pertaining to applications, reference checks, selection, and the nomination.

Short Lists: Following the initial screening to determine which candidates meet the minimum qualifications based on the advertised requirements for the position, the pool of applicants is narrowed to a "short list." Committees may consider breaking candidates into three broad categories: Category A – Top candidates; Category B – Possible candidates; and Category C – Candidates that do not meet minimum qualifications.

Candidate Communication: When establishing the short list, candidates the committee wishes to advance should be informed that they are still under consideration and asked whether they are still interested in the position.

Clear communication with the candidates has an impact on recruitment success. Candidates, especially the top ones being recruited by other universities, usually understand that commitments cannot be made "early" and that the process takes time. Best practices for general communications (email or telephone preferred) include:

1. Keeping candidates on the "short list" informed about their continued viability.
2. Making telephone calls and sending emails to the top candidates to let them know they have been advanced is a good practice. Candidates appreciate timely communication, and it is essential for the ultimate success of the search.
3. We recommend against telling qualified applicants that they have been rejected until after the search has closed; however, keep them informed about the on-going status of the search.
4. As far as unqualified candidates are concerned, once the date for submitting materials has passed, if an applicant is clearly not under consideration, it is a good practice to notify the individual as soon as possible.
5. You will find sample letters on the Faculty Affairs website for contacting unsuccessful candidates and finalists.
6. You should collaborate with your department coordinator to assist communicating with candidates.

Candidate Review

1. **Application Review.** The search committee, Department Chair, and designated administrators may review and evaluate applications. *The committee should develop a procedure to demonstrate that all committee members have accessed and reviewed the files.*
2. **Candidate Evaluation Spreadsheet** (sample template available on the Faculty Affairs website). The search committee chair must develop the Candidate Evaluation Spreadsheet to assist with evaluating each application. No additional qualifications may be added once a position announcement is approved and advertised. Candidates with incomplete applications may not be advanced; however, they must still be included on the spreadsheet. You may contact candidates to allow them the opportunity to complete the application; however, if you provide this opportunity to anyone, you must provide it to everyone.
3. **Confidentiality.** Maintain strict confidentiality. Violations of confidentiality are considered unprofessional conduct and may be grounds for disciplinary action.
4. **Document.** Record the actions taken on each candidate.
5. **Shortlist Telephone (or Skype) Interviews.** Once the committee narrows the pool of candidates down to those who best match the qualifications, telephone interviews should be conducted. *(NOTE: Committees who choose to conduct live informal interviews at conferences in lieu of telephone interviews must have prior approval of the AVP for Faculty Affairs. This practice must be clearly stated in the position announcement and arrangements must be made for candidates who are unable to attend a live interview at an off-campus event. The inability to attend an informal live interview cannot be used as a reason to eliminate an applicant.)*

The Short List and Telephone/Skype Interviews

Before creating the short list and scheduling telephone/Skype interviews, the Candidate Evaluation Spreadsheet for all applicants must be completed and only candidates with completed applications meet the minimum qualifications may be moved forward to the short list.

- Search committees are required to effectively assess each candidate who reaches the phone interview and on-campus interview stages regarding his/her ability to work effectively with faculty, staff and students from diverse backgrounds. In addition to other job-related questions based on the advertised requirements for the position, you should utilize these sample questions (with modifications if you so desire) regarding the candidate's ability to work in a diverse environment:

    1. ***How might you contribute to the University's mission to create and sustain diverse perspectives and an inclusive environment?***
    2. ***What is your experience teaching a diverse student body, and how would your teaching philosophy help our students succeed in your classroom?***

IMPORTANT: The committee should discuss what they believe would comprise an acceptable answer to these questions prior to telephone/Skype and on-campus interviews.

REFERENCE CHECKS

1. Following the completion of telephone/Skype interviews, reference checks for proposed finalists must be conducted using a common set of core questions developed by the search committee. A reference check form must be completed for each reference check and attached to the On-Campus Interview Form.
2. Reference checks must be conducted by telephone. Email contact may be the best way to set up a time for a phone conversation; however, performing the reference check by email is not permitted. A Reference Check Form Template may be found on the Faculty Affairs website.
3. It is recommended that the reference checks follow a script to ensure consistency.
4. A third reference check to the current employer completed by the Dean will be required upon selection of the top candidate. No offer of employment shall be extended until the candidate gives consent to contact the current or most recent employer (if not employed) and the current or most recent employer has been contacted for a reference check. Current employers should only be contacted by the Dean.
5. In some cases, committees may find it necessary to verify important information that was not clearly provided by one of the listed references. Committees may contact individuals who are not on reference lists (also referred to as "off-list") for this purpose. It is recommended, as a courtesy, to inform candidates when references beyond those provided by the candidate will be called. (Reminder: current employers should only be contacted by the Dean.)
6. The search committee may conduct more than the two recommended telephone reference checks.

7. Information gathered from candidate reference checks is to be summarized and is confidential in nature. **Do not document information that unnecessarily identifies any protected status.**
8. When you ask for a reference, the person you are calling is assisting you with the search process. Telephone reference checks should be professional, courteous, and compliant with university policy. Begin the telephone reference check with basic questions. Tested techniques indicate that referees are more responsive if the conversation starts with simple questions like: How long has Dr. Jones been employed at your institution? How long have you known Dr. Jones?
9. Do not hesitate to probe, refine or rephrase questions. Follow-up questions in addition to the core questions are permitted and encouraged when needed to clarify responses by candidates. Establishing a basis for one's assessment or judgment, and requesting examples of personal accomplishments can be very revealing. Be wary of responses that do not address the question directly. Changing the subject is frequently used as a way to avoid responding.
10. Before closing the conversation, be certain you know the opinion of the person you have called. A technique for accomplishing this when the reference has been ambiguous is to say either: "I take it that you recommend Dr. Jones very highly for this position" or "I take it that you do not recommend Dr. Jones very highly for this position." These statements, with slight modification, can also be useful for summarizing or concluding the conversation.

INQUIRIES ABOUT OR TO CANDIDATES

Pre-employment inquiries that seek personal information (either directly or indirectly) may create occurrences of employment discrimination—and are strictly prohibited. The specific areas that must be avoided include age, disability (physical or mental), gender (or sex), gender identity (including transgender), gender expression, genetic information, marital status, medical condition, nationality, race or ethnicity (including color or ancestry), religion (or religious creed), sexual orientation, sex stereotype, and veteran or military status.

Whether seeking information directly from an applicant or from a reference, be sure that the information you are seeking is position-related and necessary to evaluate competence and qualification for the position.

Prior to on-campus interviews, a meeting should be held with all departmental faculty and staff to discuss appropriate questions and behavior, because costly mistakes can be made by faculty/staff who are not on the committee. It is the responsibility of the committee to ensure that all applicants receive a professional and appropriate interview experience.

The following examples of questions are not position-related and must not be asked:

- Do you need a visa to work in the United States?
- What are the ages of your children? Who will baby-sit your children?
- Are you expecting?
- How does your spouse/partner feel about you moving/working?
- Were you born in this country? When did you come to the United States?

- Were you in the military? Did you retire or were you discharged?
- Are you active in any political organizations, campaigns, or political parties?
- Are you sure you're ready to be a college teacher? You look very young.
- Are you sure you have the stamina required for this position?
- Have you ever been arrested? Have you ever been in trouble with the law?
- Do you have any disabilities?

VERIFICATION OF DEGREES AND ABD STATUS

The search committee must verify the highest level of degree before an offer of appointment is extended. Official transcripts should be forwarded directly from the candidate's degree-granting institution.

Search committees must also verify the status of ABD candidates by obtaining a written statement via email from the candidate's dissertation chair to ensure that s/he is making satisfactory progress toward completion by the date specified on the vacancy announcement (the email must be from a university email address). Evidence of ABD status must be submitted with the On-Campus Interview Form.

THE ON-CAMPUS INTERVIEW

Before recommending candidates for an on-campus interview, complete the items listed on the On-Campus Interview Form. On-campus interviews of final candidates for tenure track positions must be approved in advance by the Dean and Faculty Affairs. The Committee Chair, Department Chair and Dean are responsible for ensuring the On-Campus Interview Form is complete and all required materials are attached. Incomplete files will be returned to the committee. Faculty Affairs will notify the search committee chair, Department Chair, and Dean when the approval process has been completed. Only at that time (and not before) may the department may invite approved candidates to campus. This is also an excellent time to request official transcripts and other additional materials (if required from finalists).

The University's reputation and future recruitment success can be affected by the attitudes of unsuccessful candidates. Committees should foster a positive attitude about our campus and community. Remember that, in addition to learning about the candidate, the candidate is eager to learn about us. The decision to hire is two-way. Therefore, please leave the candidate with a positive impression of our university and community.

On-campus interview notes and suggestions:

- A candidate's CV may be shared with others whose opinions are sought and will be meeting the candidate during the campus visit. Be careful to redact personal information such as home address or phone number.
- The search committee should collaboratively develop a ratings sheet for use in interviews. The items on the ratings sheet should only reflect the qualifications specified in the position announcement.

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- During the invitation stage, ask whether the candidate requires any accommodations as part of the interview or if s/he has any dietary preferences. Do not ask if the person has any dietary "restrictions," as this can lead to a discussion of religious background or medical conditions.
- The University is obliged to make reasonable accommodations during the interview process. Contact Faculty Affairs before denying any accommodation requests, or if you have any questions or concerns.
- Provide candidates with local maps and information or brochures about the department, school/college, and the University community.
- Please do not refer candidates to privately selected vendors such as real estate agents, as we are unable to endorse individual agents or businesses.
- Provide clear written procedures for the reimbursement of travel expenses.
- Please report any inappropriate behavior or comments by any member of the University community to the AVP for Faculty Affairs immediately.

With the assistance of search committee members and the department, the search committee chair must work closely with the department coordinator to make the following arrangements:

- Assist the candidate in making travel and hotel arrangements. (If you elect to meet the candidate at the airport, it is highly recommended that more than one person accompany the candidate. For weekend, early morning or late evening arrivals, candidates may feel more comfortable taking a taxi or shuttle to their hotel.)
- Inform candidates of expected presentations, the audience, and the topic.
- Create a detailed written itinerary for each visit with specific indications of responsibility. Distribute copies to the candidate, Dean, department faculty, search committee, and other interested individuals. The campus visit should include time for the following:
    a. A formal interview with the search committee (others may not attend). **(REQUIRED)**
    b. A teaching demonstration (students should be invited; some departments give students evaluation forms to complete).
    c. A meeting with department faculty.
    d. A meeting with students.
    e. A meeting with the Department Chair.
    f. A meeting with the Dean. **(REQUIRED)**
    g. Meals. **(REQUIRED)**
    h. A campus tour.
    i. A tour of the surrounding area.
    j. Attending special functions, if available.
    k. Time to relax and recuperate.
    l. Meeting with the staff member responsible for reimbursement forms.
    m. Meetings with other persons or groups as deemed appropriate.

Providing a Positive and Effective Interview Experience

All applicants should have an equivalent experience at each point in the recruiting process, including internal candidates. For example, once the short list is created, all applicants on the short list are treated equally until the list is shortened again. Once the list is shortened—usually to three or four candidates who will visit the campus, those individuals must each be given similar opportunities to interact and present themselves to the committee and campus, both personally and professionally. Such things as the length of the campus visit; opportunities with administrators, students, and faculty, and; participation in social gatherings, should be equal and similar in nature. If a candidate is local, you should offer the same experience as non-local candidates; however, some local candidates may choose to decline some of the non-essential elements of the itinerary (e.g. hotel accommodations, campus tour). Please always use a common sense approach and put candidates' needs first. For example, a social gathering where alcohol is served or an event at a personal residence may not be appropriate.

Candidates are more likely to respond positively when the University has demonstrated concern for both their professional interests and personal needs, including appropriate breaks and meals. Interviews should be scheduled in a pleasant, comfortable, and professional setting. The interview should provide the candidate an opportunity to learn about the institution, department, research expectations, and other concerns.

Formal Interview with Search Committee

Interviews should clarify the match between the position and qualifications described in the position announcement and the candidate. Teaching experience and interests, as well as research, professional interests, and accomplishments can be explored in depth. It is important that basic information is obtained and clarified for each of the candidates.

The following are components of a good interview technique:

- Create an "opening" to establish "common ground" by discussing a common experience or interest. Put the candidate at ease.
- Develop a set of core questions related to the stated position requirements.
  - Test the candidates' match with the stated position criteria.
  - Probe the candidates' technical and professional preparation.
  - Identify skills deemed essential to success as an effective teacher.
- **Utilize these sample questions (with modifications if you wish) regarding the candidate's ability to work in a diverse environment:**
  - ***How might you contribute to the University's mission to create and sustain diverse perspectives and an inclusive environment?***
  - ***What is your experience teaching a diverse student body, and how would your teaching philosophy help our students succeed in your classroom?***
- Use the same set of core questions with each candidate.
- Ask follow-up questions so that answers to questions are fully explored. It is permissible for the committee to ask questions directly targeted to specific information about individual candidates' qualifications. For example, if a candidate has held a series of

one or two-year positions, the committee may ask the candidate to explain his/her employment history. The question need not be asked of every candidate, but does need to be asked of every candidate who has a similar employment history.

- It is good practice to end the interview by asking the candidate if s/he would like to ask any questions.

WORK AUTHORIZATION AND VISAS

The California State University's policy is to consider *all* applicants for employment—United States citizens and non-citizens alike—irrespective of work authorization status at the time of the job application (HR 94-29, dated 10/14/94). This CSU policy allows campuses to consider unauthorized applicants, and then to assist them in obtaining appropriate work authorization before beginning their employment. All employees must have authorization to work in the United States at the time of employment, not at the time of the interview. Candidate or committee questions about work permits should be referred to Amy Wang in the College of Professional and Global Education (PaGE).

The University will work with a candidate to facilitate him or her in obtaining the appropriate visa once they have been appointed; however, the responsibility for obtaining authorization to work belongs to the candidate. The University does not pay fees associated with obtaining a visa, except for a $500 fraud prevention fee, which, by law, is the employer's responsibility. Appointees are expected to retain and pay their own attorneys to assist them in the process.

THE NOMINATION

The nomination process begins after all campus visits have been completed and the search committee has identified the leading candidate(s). The committee reviews information gathered about each final candidate and makes a recommendation of one or more candidates to the Dean using the Recruitment Analysis Report (RAR). If the recommendation is not accepted by the dean, the search committee will be so informed and given the reasons for such action.

Following approval of the RAR by the Dean, the Dean will initiate a discussion with the AVP for Faculty Affairs regarding the terms of the offer. The Dean's Nomination Memo and the RAR (with all attachments) will be forwarded to Faculty Affairs in a single PDF. Faculty Affairs will obtain the Provost's approval to move forward with an offer.

Following approval, the dean will complete the final reference check(s), verbal offer, and preparation of offer letter. **The Dean is the only person authorized to extend a conditional offer or to negotiate salary.** Refer **any** and **all** questions from the candidate regarding salary and other resource considerations to the Dean, including the consideration of service credit.

The offer letter must be approved by Faculty Affairs before sharing with the top candidate. Upon approval, the Dean will email and mail the offer letter to the top candidate.

Following acceptance by the candidate, the Dean will forward the signed appointment letter, Employee Transaction Form (ETF), and Dean's reference check summary to Faculty

Affairs in a timely manner for review. Faculty Affairs will forward the approved documents to Human Resources Management, along with the University Application for Employment, for processing.

It is only after an offer has been accepted that the department notifies unsuccessful finalists. You may notify department faculty about the results once a signed offer of employment has been obtained.

Preparing Search Records for Storage

All application and search materials should be organized and labeled to identify the specific search. The search records are to remain confidential and must be maintained by the Dean's Office for five years after the search closes. Storage may be electronic.

WELCOMING NEW FACULTY

After successfully recruiting and appointing a new faculty member, attention must focus on retaining that person. Arrangements should be made to facilitate the individual's transition to the University and the community. In addition to the orientation for new faculty provided by CETL and Faculty Affairs, departments should provide opportunities that generally attempt to make what can be a hectic and stressful experience as easy and comfortable as possible. Some new faculty will prefer considerable assistance, while others will prefer to be left to their own initiative.