

## TENURE-LINE FACULTY RECRUITMENT PROCEDURES\*

*\*Effective March 2022*

### **Step 1: Position Approval**

- Allocation of funds for positions is made through the Academic Affairs and University budget development process.
- Special requests to meet unanticipated needs during the fiscal year are directed through the Dean to the Provost.

### **Step 2: Identifying the Talent Selection Committee**

- Concurrent with review and approval of the Job Announcement, a Talent Selection Committee (TSC) is established, consistent with department procedures and following the Collective Bargaining Agreement requirement that TSCs include only tenured and tenure-track faculty. **Please note that probationary (tenure-track) faculty participants will require the Provost's written permission.**
- The department is *strongly* encouraged to keep the TSC to a reasonable size (*e.g. two (2) members in addition to the TSC chair*) to better manage scheduling concerns. Others will have opportunities for input during candidate campus visits, presentations, open forums, etc.
- All TSC members **must** sign and return the Talent Selection Committee Confidentiality Agreement to UP as well as complete the required training (*see Step 4*).
- Note: All members of the TSC must be present at the scheduled TSC interview(s) with each of the candidates. If a TSC member is unable to attend the scheduled meeting with each and every candidate, that member may confer with the committee on the finalists but may not vote on them.

### **Step 3: Request to Recruit/Job Announcement/Recruitment Plan**

- The Request to Recruit should be completed by the hiring department and should address the type of appointment, title/area of specialization, proposed rank, reason for request, specific advertising sites, and the chartstring for the cost of advertising.
- The Talent Selection Committee is responsible for writing the position description with assistance from Academic Personnel (AP) as needed. Care should be taken to ensure that the language is inclusive.
- The Job Announcement is written using the Job Announcement Template provided by AP. An electronic version (Word) of the final Job Announcement is emailed to AP for review with the Faculty Request to Recruit form.
- A Recruitment Plan should be outlined at this time (i.e. draft timeline, advertising, recruitment plan, telephone/Zoom interview questions, etc.) This plan should specifically include planned outreach to a range of potential candidates from underrepresented groups, indicating plans to ensure that the recruitment addresses campus goals (see recruitment section below).

- The Faculty Request to Recruit, Job Announcement, and Recruitment Plan are submitted to the Dean and then to the Provost for review and approval. AP will not finalize the Job Announcement nor initiate advertising prior to receiving final review and approval.

#### **Step 4: Recruitment Training**

- Every two years, each TSC member is required to complete training. There are three parts.
  - 1: Searches and Recruitment in the CSU (30 minutes) This can be accessed via SUMTotal.
  - 2: Talent Selection Committee Training (with AP)
  - 3: Overcoming Implicit Bias (OIES)

***\*\*Please note that applications will not be released to the TSC until the recruitment plan has been approved, all committee members have completed the mandatory training, and the Confidentiality form has been returned.\*\****

#### **Step 5: Advertising**

- AP assigns each position a job announcement number that appears in all ads.
- Standard advertising sources include:
  - Blacks in HigherEd.com
  - LGBTQ in Higher Ed.com
  - Asians in Higher Ed.com
  - Veterans in Higher Ed.com
  - Hispanics in Higher Ed.com
  - Disabled in HigherEd.com
  - Women and Higher Ed.com
  - Native Americans in Higher Ed.com
  - Chronicle.com
  - HigherEdJobs.com
  - Northern-ca.hercjobs.org
  - Caljobs.ca.gov
  - Indeed.com
  - Monterey Bay Job.com
  - CSU Careers
- AP researches advertising deadline dates and rates, and places additional advertisements. Invoices for additional advertising will be forwarded to the committee's support person. The Office of the Provost will reimburse the department up to \$5,000 of recruitment expenses for each search.

#### **Step 6: Recruiting**

- On the Faculty Request to Recruit form, please describe planned efforts to recruit for this position, including outreach to diverse sources. Remember that recruitment requires affirmative efforts to reach out to a broad spectrum of sources, including candidates who may not be actively searching for a new position. Recruitment options include (but are not limited to) sharing the position via:

- Industry specific sites including list-serves.
  - Outreach to potential applicants, which should be documented in detailed phone and email logs.
  - Calls to graduate programs
  - Emails to program coordinators
  - Outreach via Vitae or Linked-in
  - Utilization of professional networks within the department/college
  - Outreach to relevant programs with MSIs, HSIs, AANAPISIs, and HBCUs with faculty and/or doctoral students
  - Utilization of the CSU list of recent doctoral graduates
  - Recruitment at professional meetings and conferences
  - Consultation with OIES for more specific outreach ideas implemented
- Committees are required to provide a detailed account of recruiting and outreach activities, especially with regard to recruiting a diverse candidate pool, by documenting the above efforts on the Recruitment Summary Form.

### **Step 6: Application Process**

- All applicants ***must apply online*** via PageUp.
- Applicants must submit all required documents by the priority screening date to ensure review. Required application materials include a cover letter, curriculum vita, and online application.
- Rather than requesting additional materials from every applicant, departments are encouraged to request additional materials only from the “short list” of candidates, when appropriate.

### **Step 7: Screening of Applicants**

- The search process is ***confidential***, therefore application materials and committee discussions must be held in strict confidence.
- The TSC should carefully discuss the steps they will follow in the screening and selection process, including criteria they will apply, the method of evaluating applicants against those criteria, and the process by which decisions will be reached. Criteria should be objective, measurable, and job-related.
- The TSC conducts an initial screening of applications to determine applicants who meet minimum qualifications. The TSC further screens applicants to determine who meets the desirable qualifications and identify those to be interviewed.
- Screening for minimum qualifications may be carried out by a subcommittee of the TSC or by the whole committee using a process determined and agreed to by the committee.
- Minimum qualifications used in screening ***must exactly match*** those listed in the Job Announcement.
- A TSC may include in its screening process an intermediate step (telephone/virtual interviews) to further reduce the size of the pool.
- If the committee wishes to review applications submitted after the priority screening date, **all applications received** by the extended screening date **must** be reviewed, i.e. no “picking and choosing” late applications.

### **Step 8: Identifying Interviewees**

- **Prior to contacting candidates for telephone/virtual interviews**, the list of selected candidates (with CVs and cover letters attached), the completed Candidate Evaluation Spreadsheet, the final draft of first-round interview questions, and a list of tentative interview dates must be sent to, and approved by, the Dean and the AVP for UP.
- If there is a lecturer in the hiring pool and that candidate is qualified, they should be interviewed.
- All applicants should be treated equally at each point in the recruiting process, including internal candidates. Specifically to protect the integrity of the search,
  - The internal candidate(s) should be given the same information as the rest of the pool, and no more or less.
  - Particular care should be exercised in arranging class demonstrations. For instance, the committee should avoid placing an external candidate in an internal candidate's current class for teaching demonstrations. Similarly, the committee should avoid allowing an internal candidate to perform a teaching demonstration in his/her current class.
  - If you are concerned about the best practices regarding communicating with internal candidates during the search or in the cases in which another candidate is selected, please contact University Personnel for advice.

**Recommendation:** To provide a professional and timely experience for applicants, it is recommended at this point to notify any applicants who do not meet the qualifications for the position or who are otherwise not selected that they will not be moved forward in the selection process. AP will notify external applicants not selected for a virtual or telephone interview. The TSC must notify internal candidates not selected for a virtual or telephone interview. Providing this information earlier in the process will allow the Talent Selection Committee to focus on the selected applicants. Furthermore, applicants who are notified that they are no longer being considered understand that they may explore other opportunities.

### **Step 9: Telephone/Zoom Interview**

- The names of the interviewees must be added to the online recruitment system by the TSC chair or TSC support person.
- Each candidate interviewed by telephone/virtually will be asked the same list of interview questions. Follow-up questions may vary from candidate to candidate based on the need for clarification or further elaboration.
- It is recommended to ask the following questions to each candidate:
  - How might you contribute to the University's mission to create and sustain diverse perspectives and an inclusive environment?
  - Describe your experience teaching diverse students and how would your teaching philosophy help diverse students succeed in your classroom?
- **Interviews may not be recorded.**
- The TSC will prepare and submit to the Dean and the AVP for UP a narrative detailing the strengths and weaknesses of each interviewee. **The narrative should not rank the candidates.**

### **Step 10: Campus Visit**

- The list of candidates selected for campus visits and the list of on-campus interview questions must be sent to, and approved by, the Dean and the AVP for UP **prior to contacting candidates.**

- **Recommendation:** To provide a professional and timely experience for applicants, it is recommended at this point for the Department to notify any applicants who were interviewed virtually or by telephone who will not be moved forward in the selection process. Providing this information earlier in the process will allow the Talent Selection Committee to focus on the selected applicants. Furthermore, applicants who are notified that they are no longer being considered understand that they may explore other opportunities.
- The TSC (or TSC support person) arranges for candidates to travel to and from campus and provides AP with the interview schedule.
- Each candidate interviewed on-campus must participate in a similar schedule of activities (see example below). *Reminder: see Step 8 regarding internal candidates.*
- Prior to, or during the campus visit, all candidates must sign the Applicant Authorization and Release Form for completing reference checks.
- At minimum, two members of the TSC must be physically present at the class and research presentations.
- Attendees at candidate forums/presentations are given feedback forms (the TSC support person provides handouts with candidate name and space) for commenting on strengths and weaknesses with directions to provide comments to TSC chair via the form.
- All members of the TSC must be present for the formal interview with the candidate. *See Step 3*
- The TSC (or TSC support person) will provide candidates with the appropriate paperwork in order to receive reimbursement for allowed expenses.
- If additional or hard copy materials are requested, the TSC (or Committee support person) is responsible for receiving them.
- Incomplete files will be returned to the Talent Selection Committee for completion.
- **Interviews may not be recorded.**

<b>Sample Interview Schedule:</b>	
9:00-10:00am	TSC Interview
10:30-11:45am	Class Presentation
11:45-1:15pm	Lunch with two members of TSC
1:20-1:50pm	Meeting with the Dean
2:00-2:30pm	Meeting with the Department Chair
2:45-3:45pm	Campus and Housing Tour
4:00-5:00pm	Research presentation & Open Forum with Department Faculty
5:00pm	Dinner with two members of the TSC (Restaurant must be of similar rating; TSC should strive to have the same members at dinner, but may be different between candidates.)
<b>Other Suggestions to Include:</b>	
Meeting with Department Staff/Support	
Meeting with Department Students	
Benefits meeting with UP	

### **Step 11: Reference Checks**

- The TSC must conduct *at least* three reference checks for all on-campus finalists after the on-campus visits.
- The TSC must have an applicant's signed Applicant Authorization and Release Form prior to speaking to any references.
- Reference checks must be conducted by telephone and notes must be legible. An interactive conversation about a candidate will be more thorough and enlightening if interactive questions and comments take place.

### **Step 12: Recommendation for Appointment**

- The TSC chair will prepare a narrative detailing the strengths and areas of improvement. **The narrative should not rank the candidates.**
- Narrative and supporting documentation (listed below) will be submitted to the Dean and AVP for UP.

#### **Recruitment Packet Documents Required to Dean/AVP for UP**

- An unranked TSC narrative on strengths and areas of improvement of each interviewee
  - All documents provided by the candidates
  - Reference checks for on-campus finalists
  - A copy of the Job Announcement
  - Recruitment Summary form
  - The completed Candidate Evaluation Spreadsheet
  - A list of all applicants indicating which were selected for first- and second-round interviews
  - The narrative after the first round of interviews
  - The list of questions from the first- and second-round interviews
  - All itineraries for on-campus interviews
  - All records of TSC actions, ratings sheets, feedback forms, and interview notes from TSC members, faculty, students, and staff
- After reviewing the documents from the TSC chair, the Dean will submit his/her recommendation to the Provost and the AVP for UP that will include a specific explanation for the selection of the recommended candidate over other finalists interviewed. The Dean will also provide the following supporting documentation concerning the recruitment and selection process.

#### **Final Recommendation to Provost and AVP for UP**

- Recruitment Packet (see above)
- Dean's narrative with the following information:
  - Start Date
  - Rank
  - Salary Placement
  - If ABD, list date degree expected (must be completed before start date)
  - Credit toward tenure, if applicable
  - Moving expenses (standard amount from AA Budget and department supplement if applicable)

- Additional items (e.g. start-up funds, travel, equipment, etc.) The Provost will contact the AVP for UP to discuss personnel-related considerations relative to the recommendation followed by a verbal and/or email approval to the Dean and AVP for UP to extend offer, indicating changes to the Dean's recommendation, if applicable.
- Negotiations regarding salary placement are conducted by the Dean in consultation with the Provost and the AVP for UP. The Dean will notify selected candidate that the offer is contingent upon successful completion of background check.
- Upon verbal acceptance, the Dean communicates final offer/acceptance to Provost and the AVP for UP.
- UP will generate an offer of appointment and will send to the selected candidate.
- UP will initiate a background check after receiving signed offer letter from the candidate.
- The candidate must provide AP with an original transcript as evidence of attainment of highest degree.
- UP notifies Dean when the candidate's background check has been successfully completed.
- Upon official written acceptance of the offer of appointment, it is recommended that the TSC chair or designee contact all interviewed finalists to inform them of the results. AP will send written notification to other applicants if they have not already been notified.
- The Final Recruitment Report must be completed by the Dean. The report is a compilation of all items from the Recruitment Packet as well as a narrative that provides additional details outlining the screening process, the elimination process, and other information regarding what the selected candidate will bring to the campus. Additionally, any other recruitment materials collected by the TSC support person should be sent to AP for filing.