

California State University, Monterey Bay

Tenure-Line Recruitment Manual



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Contents

Introduction	4
Policy and Procedure Documents	4
The Process	5
Establishing the Talent Selection Committee	5
Talent Selection Committee Roles and Responsibilities	5
Talent Selection Committee Chair Responsibilities	6
Recruitment, the Position Description, and the Job Announcement	7
Prepare Request to Recruit	7
Prepare the Position Description and Job Announcement	7
Prepare a Recruitment Plan	10
Recruitment	10
Additional Reminders about Recruiting Candidates	12
Advertising	12
Sample discipline-specific advertisement:	13
Screening and Selection	13
The Short List and Telephone/Virtual Interviews	16
Guide to Telephone/Virtual Interviews	16
Verification of Degrees and ABD Status	17
Inquiries About or to Candidates	17
The On-Campus Visit	18
The Interview	20
Previously or Currently Employed Applicants	21
Reference Checking	21
Work Authorization and Visas	22
The Evaluation of Finalists and Preparing the Recruitment Packet	22
The Dean and the Final Recruitment Report	23
Rank and salary	24
Moving expense reimbursement	24
Probationary credit	24
Workload reduction/travel/equipment/labs/space for research activities	24
Terminal degree requirement	24
The Offer	25
Making the official offer	25

The Final Recruitment Report	25
An Unsuccessful Recruitment	25
Candidates who withdraw	25
Record Keeping	26
Welcoming New Faculty	26
Appendix	27
Timeline and Process Overview	27
Recruitment Documents and Samples	28

Introduction

This guide is intended to provide assistance to Talent Selection Committees involved in the recruitment, selection, and nomination of tenure-track faculty. It is not a comprehensive resource and must be used in conjunction with the policies set forth by the University. Your Academic Personnel staff is here to support that process.

Because faculty in many disciplines are becoming increasingly difficult to recruit and because considerable resources are expended in the effort, it is important to start early, proceed systematically, and be guided by courtesy and professionalism throughout the search process. Our faculty recruitment is guided by the policy and procedure documents below; is intended to support the campus' vision and goals for diversity and excellence; and is supported online through [PageUp](#).

Policy and Procedure Documents

[Tenure-Line Faculty Recruitment Procedures](#)

[Policy on Nepotism](#)

Collective Bargaining Agreement between the CFA and CSU [Article 12.21 – 12.28](#)

[Systemwide Guidelines for Affirmative Action in Employment](#)

The Process

All questions regarding search procedures must be directed to Academic Personnel (AP).

Establishing the Talent Selection Committee

One of the greatest opportunities to make profound and long-term changes in an academic department is to serve on a Talent Selection Committee. The Talent Selection Committee acts on behalf of the entire department. Talent Selection Committee membership is formed as follows:

1. A Talent Selection Committee is established consistent with department procedures and following the Collective Bargaining Agreement (Article 12.22 (a)).
2. The Talent Selection Committee **must** consist of only tenured or tenure-track (probationary) faculty with *at least* three (3) full-time tenured or tenure-track faculty members. Tenured faculty may include the Department Chair or FERP faculty who are working the entire academic year when the search is taking place.
3. Probationary faculty must receive written permission by the Provost prior to serving on the Talent Selection Committee.
4. Once selected, the committee will be approved by the Committee Chair, Dean, and Provost.
5. It is encouraged to keep the Talent Selection Committee to a reasonable size (e.g. two (2) members in addition to the Committee Chair) to better manage scheduling concerns.
6. If necessary, the department may select tenured faculty in a related discipline from another department using the established department procedures.

7. For faculty searches, the Associate Vice President (AVP) for UP will serve as the Equal Employment Opportunity (EEO) Designee.

Talent Selection Committee Roles and Responsibilities

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

1. All members of the Talent Selection Committee must read this Tenure-Track Recruitment Manual, the [Nepotism Policy](#), and complete the required online (SUMTotal) and in-person training for recruiting every two academic years in the CSU **prior** to commencing search activities. Applications will not be released to the committee until all members have completed required training.
 - a. The required online training modules are:
 - i. Module 1: Searches and Recruitment in the CSU (via SUM Total, 30 minutes)
 - ii. Module 2: Talent Selection Committee Training (via AP)
 - iii. Recognizing and Avoiding Implicit Bias (OIES)

Once these modules have been completed, please send an email to Melissa Manivanh for confirmation.

The abridged procedures outlined in these trainings can be found in the [Tenure Line Faculty Recruitment Procedures](#). Please return to these documents and discuss periodically as you move through each new phase of the search.

2. Maintaining **strict confidentiality** in all matters pertaining to applications, reference checks, selection, and nomination. Other than formal conversations in the context of the interview itself, Talent Selection Committee members must not communicate about the search with any of the candidates.* Talent Selection Committee members must sign and return the [Confidentiality Guidelines](#) to AP prior to applications being released to the Talent Selection Committee. All communication regarding the status of the search will be made by the Committee Chair or AP. ***No updates or promises may be made by Talent Selection Committee members to the candidates.***
 - Occasionally, a potential candidate may reach out to a member of the Talent Selection Committee for information about the qualifications or process. If that happens, please work with AP on an appropriate response, one that supports and welcomes each candidate while ensuring that the process is fair for all.
3. Developing the Job Announcement, recruitment strategies, and discipline-specific advertisements. These stages of the process are essential for supporting a diverse and inclusive candidate pool and we encourage Talent Selection Committees to partner with both AP and OIES to develop innovative recruitment strategies.
4. Actively participating in the recruitment process.
5. Candidate review
 - a. Reading each application file
 - b. Participating actively in Talent Selection Committee meetings.

- c. Evaluating ALL applicants based on identified criteria and completing the [Candidate Evaluation Spreadsheet](#).
 - d. Participating in telephone interviews and reference checks.
6. Participating actively in the interview process. *Note: All members of the Talent Selection Committee must be present at the scheduled Talent Selection Committee interview(s) with each of the candidates. If a Talent Selection Committee member is unable to attend the scheduled meeting with each and every candidate, that member may not vote on any candidate.*
 7. Ensuring that all applicants receive a professional/appropriate and welcoming interview experience.
 8. Completing paperwork, scheduling, and hosting candidates.

Talent Selection Committee Chair Responsibilities

The Talent Selection Committee Chair is responsible for consulting with the Dean and Department Chair regarding the timeline, which is delegated to the college. It is generally recognized that searches that do not progress quickly are less likely to retain top candidates in the pool by the time of on-campus interviews or offer of employment.

The responsibilities of the Talent Selection Committee Chair include, but are not limited to:

1. Ensuring that **every** member of the Talent Selection Committee has been advised of CSU and campus policies. Copies of this guide or a link to the electronic version should be distributed to each Talent Selection Committee member by the Talent Selection Committee Chair.
2. Providing all names of the Search Committee to the Dean and the AVP for AP for review and approval with a copy emailed to Melissa Manivanh.
3. Enforcing all policies and procedures.
4. Acting as a liaison between the Talent Selection Committee, Department Chair, and Dean.
5. Securing a location for additional candidate application materials (if necessary) and communications that can be shared with the Talent Selection Committee.
6. Overseeing the completion and process of approvals and forms.
7. Corresponding with candidates in a timely manner.
8. Arranging Talent Selection Committee meetings to review application materials.
9. Scheduling interviews and campus visits as appropriate.
10. Hosting candidate visits professionally and in a timely manner.
11. Ensuring that candidates are properly reimbursed for expenses.
12. Keeping candidates informed as the search progresses.
13. Deferring **any** and **all** discussions of salary and any startup funds to the Dean.
14. Preparing recruitment report(s) following the screening and campus interviews.
15. Perform other duties as needed to complete a timely and successful search.

Recruitment, the Position Description, and the Job Announcement

Prepare Request to Recruit

The [Request to Recruit](#) should be completed by the hiring department and should address:

1. Type of appointment

2. Title/Area of specialization
3. Proposed rank
4. Reason for request
5. Industry specific sites for advertising (including list serves)
6. Advertising Chargeback Chart-String

Prepare the Position Description and Job Announcement

The Talent Selection Committee is responsible for writing the position description with assistance from AP as needed. The position description is written using a standard template. To assist in creating an inclusive recruitment process, Talent Selection Committee members are encouraged to audit their work throughout the process, using [these questions](#) to help guide the process. The next steps are to prepare the [Job Announcement](#), [Request to Recruit](#), and [Recruitment Plan](#). Once completed, the [Job Announcement](#), [Request to Recruit](#), and [Recruitment Plan](#) are submitted to the Dean and Provost for approval. Once approved, the documents are sent to Melissa Manivanh.

The Job Announcement should address the following items:

1. Standardized language
2. Position
3. College
4. Type (of position)
5. Responsibilities
6. Qualifications (Minimum)
7. Qualifications (Desirable)
 - a. Carefully differentiate between *minimum* and *desirable* elements which are described in the following sections
 - b. For instance, in a small department, the ability and willingness to teach a variety of courses beyond the specialty may be a required qualification. In a larger department, it may be a desired qualification that can serve as a “tiebreaker” among qualified individuals. Working on these gives the Talent Selection Committee a chance to think through what they would like to see in their ideal candidate.
8. Special conditions of employment
9. Background check policy
10. Job Posting Date
11. Priority Screening Date
12. Appointment Date
13. Application Procedures (include required documents and instructions for letters of recommendation, if any)

The following information explains the desired content for the sections completed by the Talent Selection Committee:

Position: The title of the position for which the Department is recruiting.

College: The responsible recruiting College.

Type: The type of appointment (i.e. Probationary, Temporary, etc.)

Responsibilities: 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. This section should articulate ways a candidate will advance the strategic growth and distinction initiatives of the Department and College and describe the opportunities the candidate will have to advance the importance of diversity and inclusion through teaching, research, and service. 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 listing the application requirements in this section.**

Qualifications (Minimum): State the minimum qualifications (education and experience). Qualifications should allow for a broad pool of applicants that would be successful in the position. Write qualifications in a way that allows the Talent Selection Committee to assess candidate competencies during the review process. Identify additional qualifications using care to ensure that they are position-related, essential, not overly-restrictive, and that they are not prejudicial to legally protected classes. For example, stating as a criterion, "Fluent in English," may be seen as a coded message that non-native speakers are not welcome. In contrast, requiring an ability to communicate effectively allows you to eliminate any applicant, regardless of native language, who cannot communicate in a manner that is comprehensible and coherent, without discouraging qualified candidates.

Do not make 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 more general qualifications. For example, we cannot advertise that a record of publication is required and then decide to hire someone who has a promising potential for publication but no actual record of publication.

Unless otherwise approved in advance, an earned doctorate from an accredited institution is required for a tenure-track appointment. Accreditation must be granted by one of the six (6) recognized regional associations that accredit public and private schools, colleges, and universities in the United States (i.e. WASC, MSA/CHE, NEASC-CIHE, SACS, NCACS, and NASCC). International degree information must be sent to Melissa Manivanh and will be reviewed on a case-by-case basis to determine if the degree meets minimum requirements.

The Talent Selection 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 Psychobiology," all qualified candidates must have a Ph.D. in Psychobiology to be interviewed or hired. To broaden the candidate pool, require a "Ph.D. in Psychobiology or other closely-related discipline."

Vacancies may also be open to candidates nearing doctorate completion (ABDs). Conditions must be established in the vacancy announcement and will be reflected in the appointment offers. Conditions include: (1) doctorate must be completed before appointment; or (2) doctorate must be granted by a specified date.

Talent Selection Committees that allow ABD candidates and invite an ABD candidate for an on-campus interview will need to obtain documentary evidence of ABD status from the candidate's university and assurance that the candidate will have the terminal degree prior to the start date of the appointment.

Only candidates with verified degree requirements will be considered qualified and, therefore, approved for an interview. Please provide necessary documentation on forms.

Option 1: Required Terminal Degree for all qualified applicants

An earned doctorate in [discipline or field] or other closely-related discipline from an accredited institution (or equivalent).

Option 2*: Required Terminal Degree by date of appointment

An earned doctorate in [discipline or field] or other closely-related discipline 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/XX/20XX).

*Option 2 must have prior approval from the Dean and AVP for UP.

Qualifications (Desirable): While stated preferences are not required for appointment, they may be important regarding the screening of candidates and determining finalists.

Required and preferred qualifications should be clearly stated. Examine all required and preferred criteria for a position carefully to ensure that you will be able to build an adequate applicant pool and you will not exclude or discourage applications from well-qualified candidates.

One common error is to require a specific number of years of experience. In this example, “Three or more years of teaching experience at the university level are required,” all candidates interviewed must have three or more years; a candidate with two years and one semester is NOT qualified. The better alternative would be “Successful teaching experience at the undergraduate level.” It is up to the applicant to demonstrate his or her successful teaching experience.

Special Conditions of Employment: Required conditions that must be met to be employed in the position (e.g. mandated reporter under CANRA and authorization to work in the U.S.).

Background Check: Background check requirement for all CSU positions. Any offer or appointment letter provided to a candidate prior to a background check will include language indicating the offer is contingent upon successful completion of a background check. A background check must be completed satisfactorily before any candidate may begin working in a position with the CSU.

Job Posting Date: When the Talent Selection Committee would like to have the position posted online for applicants.

Priority Screening Date: Applications received by this date are guaranteed a review.

Appointment Date: The anticipated academic year for the appointment to begin.

Apply: Provides link and instructions to online application. To be considered for a vacancy, applicants must apply online and answer any supplemental questions. Additionally, the Talent Selection Committee will indicate which documents are required and which are optional. Common application documents include:

1. Current curriculum vitae
2. Cover letter specifically addressing the requirements
3. Names and contact information of three (3) references
4. Official transcripts (before hire date)
5. A statement of teaching philosophy (optional, committee decision)

The Talent Selection Committee should be specific about the required and optional documents and the timelines for submission of application materials. Tell applicants exactly what is required for full consideration. For example, official transcripts may not be needed in order to select candidates for telephone interviews, but they will be needed from the finalist. Here is an example:

Review of applications will begin November 10, 2022, and will continue until the position is filled. To apply, applicants must complete an [online application](#) and attach the following: 1) a cover letter specifically addressing required experience and qualifications; 2) a current curriculum vitae, and 3) the contact information for three references. Finalists will be required to submit: 1) three current letters of recommendation and 2) official transcripts.

Prepare a Recruitment Plan

A [Recruitment Plan](#) should be created at this time. The plan includes items such as a draft timeline, suggested areas of advertising and other outreach efforts, Talent Selection Committee recruitment tasks, and required interview questions to help keep the recruitment focused. The [Request to Recruit](#), [Job Announcement](#), and [Recruitment Plan](#) are submitted to the Dean for review and approval.

Once the Dean has approved the above items, the materials are sent to the Provost for review and approval and forwarded to Melissa Manivanh in AP. After all approvals have been received, the recruitment request will be posted as a [Job Announcement](#) on the [CSUMB website](#) and any requested locations.

Recruitment

Successful and active recruiting is the primary criterion for the approval of all requests to advance a search to the on-campus visit phase. The goal should be to develop a large and diverse pool of candidates. Recruiting is the primary responsibility of the Talent Selection Committee. It is also the responsibility of the entire Department, and, in many cases, the entire College. Please consider who may be able to contribute to your success and be sure to document their contributions.

Suggestions for large and diverse pool of candidates:

- Contact minority/women's professional organizations in the discipline to inquire about including a position description in such national newsletters or web sites.
- Send letters to those universities having strong doctoral programs in specialized fields soliciting applications or nominations and identify minority serving institutions with appropriate doctoral programs.
- Send letters or place phone calls to chairs of departments where potential applicants may be found as well as to known mentors of graduate students.

- Make informal contacts with potential candidates. It is perfectly acceptable to encourage people to apply for our open positions.

Appointments at professional meetings to exchange information are not considered to be formal interviews. Neither are phone calls where the individual asks for more information about an advertised position. In some cases, candidates come to campus at their own expense, perhaps while on personal trips to the area. It is a courtesy to meet with them and answer questions about the department and the University. However, do not engage in screening activities or treat them in a way that might be perceived as coaching for a formal interview and do not say anything that could be construed as promising special consideration.

All recruitment efforts must be documented, submitted with approval requests, and stored in the Search Summary. Talent Selection Committees are required to provide a detailed account of recruiting activities, especially with regards to recruiting a diverse candidate pool using the [Recruitment Summary form](#). This will include, but is not limited to, phone and written contact lists. It is important that Talent Selection Committees develop non-traditional approaches, including recruiting faculty who may not be currently looking for positions.

While AP researches advertising deadline dates, rates, and places advertisements, the most effective form of recruitment is direct contact through personal networks and outreach to individuals. Successful and active recruiting requires tapping into familiar sources, as well as developing new networks and moving outside your normal range of contacts. Please remember that a detailed log of contacts and actions is also required along with the form.

Please feel free to use the list of [Minority Serving Institutions](#) (MSI) in the U.S. Another resource for recruitment is the directory of the [CSU Chancellor's Doctoral Incentive Program](#). This directory provides information on participants who are seeking or may soon seek CSU faculty appointments. Due to the nature of information provided in this directory, it will not be distributed, but will be available for review in the AP office.

The documentation of an effective recruitment is recorded in the [Recruitment Summary](#) form and must include:

1. A detailed narrative of multiple recruitment strategies the Talent Selection Committee used to ensure that the [Job Announcement](#) was brought to the attention of diverse candidates (e.g. direct calls to graduate programs and potential candidates; direct emails to program coordinators; documented use of Vitae or LinkedIn, etc.); the use of professional networks within the College to attract a qualified and diverse pool of candidates.
2. A detailed log of actions taken which provide evidence of interactive contacts, such as phone calls and face-to-face conversations. The list must include your contacts in evidence of outreach to faculty colleagues at MSIs for the purpose of identifying current and former students with great promise or those who have achieved further success in the field, including entrance into doctoral programs and university positions. Therefore, your MSI contacts should also include masters-level institutions that offer programs in the disciplines or fields affiliated with the search. Additionally, the Talent Selection Committee must develop a list of preparation programs in your field or discipline with high proportions of underrepresented students for the purposes of recruiting and must document efforts related to contacting these programs. When making these contacts please keep in mind that people who are currently working in university positions are

often flattered if they are recruited and may become very interested in the position with proper encouragement.

3. Documentation of additional outreach such as recruitment at professional meetings and conferences. Contacts should be described in detail.
4. A list of any additional advertising you pursued beyond the standard and centralized advertising provided by AP.
5. The Search Committee Chair's description of the efforts to keep applicants informed regarding the process of the search (emails, calls, letters, etc.).

NOTE: Failure to conduct a rigorous and thorough recruitment and provide documentation as described above will constitute grounds to cancel the search at any point in the process.

Additional Reminders about Recruiting Candidates

Four basic rules of recruiting:

1. The Talent Selection Committee and the Department faculty should seek out viable candidates and invite them to apply.
2. Seek a diverse, broad pool of qualified candidates.
3. The Search Chair (or AP) will keep candidates informed throughout the process.
4. Actively recruit candidates. Do not rely solely on advertising, direct email, list serves, 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.

Advertising for searches is now centralized in AP. AP will place the vacancy in the following common set of well-accepted locations for all searches for 2021-2022:

- 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

Posting positions on these sites provides the minimum required advertising for faculty positions. These efforts are standard and are NOT considered part of your recruitment strategies or diversity outreach. If

you would like to post on additional sites, the cost for these advertisements will need to be funded by the department/college or through the funds provided by the Provost's Office for each vacancy. Approval for posting to different sites must be approved by the Dean. For additional advertisements in a discipline-specific professional journal, the ad must include:

- The title of the position.
- The duties of the position (can be brief and to the point but must include "teaching" in some form or another).
- The required documents and process for applying.
- The minimum degree, experience, training, and expertise required (other preferred qualifications may be listed on the announcement but need not be included in the print advertisement).
- The statement, "California State University, Monterey Bay is an affirmative action, equal opportunity institution. We consider qualified applicants for employment without regard to: age, disability, race or ethnicity, gender, gender identity or expression, nationality, religion, sexual orientation, genetic information, veteran or military status. All employees must be eligible for employment in the United States."

Sample discipline-specific advertisement:

California State University, Monterey Bay

Assistant Professor – Department of **[name of Department]**

Duties include teaching, mentoring students, conducting research in area of specialization, and participating in university-level committees. An earned doctorate in **[name of department]** or other closely-related discipline from an accredited institution (or equivalent) with a minimum of three years' experience as a researcher is required. Review of applications will begin November 10, 2023, and will continue until the position is filled. Visit [Page Up](#) for more information.

California State University, Monterey Bay is an affirmative action, equal opportunity institution. We consider qualified applicants for employment without regard to age, disability, race or ethnicity, gender, gender identity or expression, nationality, religion, sexual orientation, genetic information, veteran or military status. All employees must be eligible for employment in the United States.

Screening and Selection

Timing: Talent Selection Committee members may NOT begin the initial screening of application materials prior to the full consideration date. On that date, the applicant pool is provided to our DHR/Title IX office for review; if the diversity of the pool does not reflect progress toward our Affirmative Action goals, the priority screening date may be extended by two weeks. All members of the Talent Selection Committee must evaluate every application. Members who fail to do so in advance may not participate in the deliberations to select candidates. If the committee wishes to review applications submitted after the priority screening date, **all applications received** by the extended screening date **must** be reviewed.

Application Review: Once online and in-person training has been verified for all members of the Talent Selection Committee and the completed Confidentiality agreements have been submitted, the Talent Selection Committee may review applicants online through [PageUp](#). The appropriate administrator may also review applicants online after completing the on-line training. All applicants **must apply online**.

If a temporary faculty unit employee has applied and is qualified, that employee should be interviewed.

Confidentiality: Talent Selection Committee members are responsible for maintaining strict confidentiality in all matters pertaining to applications, selection, and nomination. Letters of application, letters of recommendation, and summaries of telephone reference checks, transcripts, and evidence of teaching performance are to be made available only to tenured and probationary faculty on the Talent Selection Committee in the Department. Be careful to redact personal information such as home address or phone number. Other than formal conversations in the context of the interview itself, Talent Selection Committee members will not communicate about the search with any of the candidates. ***Violations of this confidentiality are considered to be unprofessional conduct and may be grounds for disciplinary action.***

Short Lists: Following the initial screening to determine which candidates are qualified based on the advertised requirements for the position, the pool of applicants is narrowed to a “short list,” or a series of increasingly shorter lists, again, solely based on criteria established in advance by the Talent Selection Committee. Talent Selection Committees should consider breaking candidates into three broad categories: Category A – Top Candidates; Category B – Possible Candidates; Category C – Candidates that do not meet minimum qualifications.

Candidate Communication: Research indicates that clear communication with the candidates has a critical bearing upon 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. General communications (email or telephone preferred):

1. Keep candidates on the “short list” informed about their campus visits and their continued viability, etc. Making telephone calls and sending emails to the top candidates to let them know they have been identified as top candidates is a good practice. Candidates appreciate communication and it is good for the ultimate success of the search.
2. We recommend against telling qualified applicants that they have been rejected until after the search has closed. That being said, it is a good practice to notify the individuals as soon as possible. AP will notify these applicants upon confirmation from the Talent Selection Committee Chair.
3. 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. AP will notify these applicants upon confirmation from the Talent Selection Committee Chair.
4. The Talent Selection Committee Chair will notify candidates who were not selected for the first- or second-round interviews or as the finalist. ***No updates or promises may be made by Talent Selection Committee members to the candidates.***

Candidate Evaluation Spreadsheet: The Talent Selection Committee Chair should develop the Candidate Evaluation Spreadsheet based on the Job Announcement to assist in evaluating completeness of application (see [sample Candidate Evaluation Spreadsheet](#)). This spreadsheet should compare each applicant’s qualifications with the qualifications specified in the announcement. Such a comparison of the applicant’s qualifications with the requisite and desired qualifications allows the Talent Selection Committee to compare each applicant’s qualifications at a glance.

(Note: when reviewing an applicant’s work experience, pro-rate part-time experience. In other words, if an applicant worked half-time for two years, that would count as one year of experience.)

No additional qualifications may be added once a Job Announcement is approved and advertised.

Candidates with incomplete applications may not be advanced. Candidates may be contacted by the Search Chair to allow them the opportunity to complete the application; however, if you provide this opportunity to **anyone**, you must provide it to **everyone** (i.e. communication must be documented that demonstrates all candidates with incomplete applications were contacted to allow them the opportunity to complete their application).

Interview Ratings Sheet: The Talent Selection Committee should develop a ratings sheet for use in interviews. The items on the ratings sheets should only reflect the qualifications specified in the Job Announcement. Be alert to personal biases that might influence perceptions about applicants. Assess ways the applicants will bring rich experiences and diverse backgrounds and ideology to the university community. Screen applicants to be inclusive rather than for the sole purpose of narrowing the applicant pool. Refrain from assessing applicant qualifications based on a single standard. Document as you go. At the end of the campus visits when you have made a final selection, you will not want to lose time reconstructing the decision-making process. Because an offer cannot be made until the recruitment report is complete, take the time to document your reasons for the elimination of candidates at each stage of screening.

Document: Document the actions taken on each candidate. If materials are printed, separate applicant files must be created with access logs, etc. However, if the Talent Selection Committee reviews the materials online, record-keeping may be based on the functional stages of the search process (i.e. included in the notes at each stage). These records are retained for five years after the search closes.

Shortlist Telephone (or Zoom) Interviews: Once the Talent Selection Committee narrows the pool of candidates down to those who best match the qualifications, it is suggested that virtual interviews are conducted. Selecting candidates for telephone/virtual interviews and campus visits may take place only after:

1. The Talent Selection Committee has completed all of the required training modules within the last two years.
2. The candidate list and interview questions have been approved by the Dean and AVP for UP.
3. The priority screening date in the Vacancy Announcement has passed.

If an application from a promising candidate arrives thereafter, the language in the notice permits the Talent Selection Committee to include the new application in the group of applications that is being given full consideration provided that all other “late” applications are also given full consideration.

The Short List and Telephone/Virtual Interviews

Before creating the short list and scheduling telephone interviews, the [Candidate Evaluation Spreadsheet](#) must be completed and only candidates with completed applications who meet the minimum qualifications may be moved forward to the short list. Additionally, the following information must be submitted to the Dean and the AVP for UP for review and approval with a copy emailed to Melissa Manivanh **prior** to scheduling:

- Cover letter(s)
- CVs
- Final draft of first-round interview questions
- Tentative Interview dates
- Completed [Candidate Evaluation Spreadsheet](#)

In addition to the above information, the Dean may request additional information about each candidate such as the viability of the pool, the rationale for selection, etc. The Talent Selection Committee Chair (or Committee support person) is responsible for adding the names of the interviewees to the online recruitment system. **Interviews should NOT be recorded.**

Talent Selection Committees are required to effectively assess each candidate who reaches the phone interview and campus interview stages regarding their ability to work effectively with faculty, staff, and students from diverse backgrounds by asking each candidate questions required by the University. Each interviewee must be asked the same list of interview questions; however, follow-up questions may vary from candidate to candidate based on the need for clarification or further elaboration. The following two questions are **recommended**.

- 1. How might you contribute to the University's mission to create and sustain diverse perspectives and an inclusive environment?**
- 2. Describe your experience teaching diverse students and how would your teaching philosophy help diverse students succeed in your classroom?**

Note: The Talent Selection Committee should discuss what they believe would comprise an acceptable answer to these questions **prior** to telephone/virtual or campus interviews.

Guide to Telephone/Virtual Interviews

The phone/virtual screening interview provides a low-cost opportunity to get to know candidates in ways that supplement their paperwork. Here are some guidelines:

- Before the screening, discuss how the screening interview fits with other parts of the selection process. Do not risk eliminating a person with strong qualifications who may not be the best telephone or virtual communicator, but who might succeed very well in face-to-face encounters in a campus visit. These interviews probably serve best to screen out persons whose written materials are somewhat ambiguous as to whether or not they meet the basic criteria.
- All candidates must be interviewed using the same format and medium. If one candidate does not have access to videoconferencing equipment and can only participate in a telephone call, then all candidate interviews should be done using a telephone call. This ensures that all candidates are being treated equally.
- Be sure all candidates have an equal chance to succeed in this format. The Search Committee Chair (or support person) is responsible for scheduling these interviews. Set up the call in advance at a mutually convenient time; let the candidate know what to expect, plan opening introductions and closing statements that will put the candidate at ease and show respect. Ask the same questions of each candidate. These should be as carefully planned and standardized as they are for on-campus interviews.

Verification of Degrees and ABD Status

AP must verify the highest level of degree before an offer of appointment. AP will accept official transcripts forwarded directly from the candidate's granting institution as well as official transcripts from the candidate provided they are still sealed by the granting institution.

AP must verify the status of ABD candidates by obtaining a written statement from the candidate's dissertation chair to ensure that they are making satisfactory progress toward completion by the date specified on the vacancy announcement (email is acceptable; however, the email must be from a university email address).

Inquiries About or to Candidates

Pre-employment inquiries that seek (either directly or indirectly) types of personal information may constitute evidence of employment discrimination and are **prohibited**. The specific areas that must be avoided include race, religion, color, national origin, ancestry, age, sex, gender identity, gender expression, sexual orientation, genetic information, medical condition, disability, marital status, or protected veteran status.

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

A meeting should be held with all departmental faculty and staff to discuss appropriate questions and behavior prior to on-campus interviews. Costly mistakes are often made by faculty/staff who are not on the Talent Selection Committee. It is the responsibility of the Talent Selection Committee to ensure that all applicants receive a professional and appropriate interview experience.

Following are examples of questions not position-related. Regardless of intent, these questions (or any variation of these questions) must **not** be asked:

- Do you need a visa to work in the United States?
- How many children do you have? Do you plan to have any/more children?
- What are the ages of your children? Who will babysit your children?
- Are you currently living with your spouse, partner, or significant other?
- How long have you been married/divorced/separated/living with your domestic partner or significant other?
- Is your family dependent on you working? Do you have to work?
- How does your spouse/partner feel about you moving/working?
- Are your parents citizens? Are your parents living? Where do your parents reside?
- How long have you been a citizen?
- What is the origin of your name?
- Were you born in this country? When did you come to the United States?
- Why don't/do you use your spouse's/partner's name?
- Were you in the military? Did you retire or were you discharged?
- Are you active in any political organizations, campaigns, or political parties?
- How do you spend your weekends and evenings?
- Where do you go to church? What is your religious preference?
- How long do you plan to work?
- Are you sure you're ready to be a college teacher? You look very young.
- Have you ever been arrested? Have you ever been in trouble with the law?
- Have you ever had any wage garnishments?
- Have you ever had any property repossessed or foreclosed?
- Do you own your own home? Do you live in a house or an apartment?
- How did you finance your education?

- Do you have any disabilities?
- Do you own your own car? Can you drive a car? Can you get around?

Once telephone or virtual interviews have been completed, the Talent Selection Committee must prepare a narrative of the candidates who were interviewed (see Narrative –1st Interview). At a minimum, this narrative must detail the strengths and weaknesses of each interviewee. The narrative may also include additional information requested by the Dean (e.g. how candidates meet minimum/preferred qualifications.) **The narrative should not rank the candidates, but should indicate which candidates the Talent Selection Committee would like to bring for on-campus interviews.** The narrative must be sent to the Dean and the AVP for UP for review and approval with a copy emailed to Melissa Manivanh.

The On-Campus Visit

The interview questions and list of final candidates for on-campus interviews must be sent to the Dean and the AVP for UP for review and approval with a copy emailed to Melissa Manivanh **prior to contacting candidates.**

AP will notify the Talent Selection Committee, the Department Chair, and the Dean when the approval process has been completed. At that time (and not before), the Talent Selection Committee Chair may invite approved candidates to campus. This is also an excellent time to request additional materials required of finalists (e.g., teaching evaluations, sample syllabi, copies of their articles, conference papers or other writing samples such as a dissertation chapter) and to notify candidates who were not selected for an on-campus interview. The Talent Search Committee (or Committee support person) is responsible for receiving and tracking any additional requested materials. The Committee (or Committee support person) must also have the invited candidates complete the [Applicant Authorization and Release Form](#) so that reference checks may be completed after the on-campus visit.

The University’s reputation and future recruitment success can be affected by the impressions 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. We decide whether to extend an offer and the candidate decides whether or not to accept. Therefore, leave the candidate with a positive impression of our university and community. Not only could you lose an excellent candidate as a result of a negative interview experience, you could also lose future candidates.

On-campus visit notes and suggestions:

- Create a detailed written scheduler or itinerary for each visit with specific indications of responsibility for accommodations, transportation, introductions, meetings, presentations, etc. Distribute copies to the candidate, Dean, Department faculty, Talent Selection Committee, and other interested individuals. A candidate’s vitae may be shared with those who will be meeting the candidate during the campus visit.
- When creating the invitation ask whether the candidate requires any accommodations as part of the interview or if they have 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. Record the dietary **preference** information and disregard any additional information that may be provided.
- The University is obliged to make reasonable accommodations during the interview process. Contact AP before denying any accommodations and with any questions or concerns.

- Provide candidates with local maps and information or brochures about the Department, College, and the University community.
- 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 UP immediately.

With the assistance of the Talent Selection Committee members and the Department, the Talent Selection Committee Chair (or Committee support person) must make the following arrangements:

1. Assist the candidate in making travel and hotel arrangements.
2. If you elect to meet the candidate at the airport, it is highly recommended that more than one person accompanies the candidate. For weekend, early morning, or late evening arrivals, candidates may feel more comfortable taking a taxi cab or shuttle to their hotel.
3. Inform candidates of expected presentations, the audience, and the topic.
4. Establish an itinerary that includes time for the following:
 - a. A presentation (students should be invited; some departments invite students to complete evaluation forms)
 - b. A meeting with Department faculty
 - c. An interview meeting with the Talent Selection Committee
 - d. A meeting with the Department Chair
 - e. A meeting with the Dean
 - f. Meetings with the Provost and AVP for UP (Department Chair candidates only)
 - g. Meals with a variety of faculty (only Talent Selection Committee members and candidates are reimbursed for meal expenses)
 - h. A campus tour
 - i. Attending special functions if available
 - j. Time to relax or exercise
 - k. Meeting with the staff member responsible for reimbursement forms
 - l. Meetings with Affinity Groups and/or other persons or groups as deemed appropriate
 - m. *Optional meetings*
 - i. A meeting with students
 - ii. A tour of the surrounding area
5. To promote a welcoming environment for the candidate one or more committee members should escort the candidates to and from meetings on campus.

The Interview

All applicants should be treated equally 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 to who will visit the campus (usually three or four candidates), those individuals must be given similar opportunities to interact and present themselves to the Talent Selection Committee and campus, personally and professionally. Such things as: the length of the campus visit; opportunities with administrators, students, and faculty; recreational opportunities; participation in social gatherings, etc., 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 (i.e. hotel accommodations, campus tour, etc.). A good rule of thumb is that if you are offering something to one, it should be offered to all. Please always use a common-sense approach and put candidates' needs first.

Candidates are more likely to respond positively when the University has demonstrated concern for both their professional interests and personal needs. Interviews should be scheduled in a pleasant, comfortable, and professional setting. The interview should provide the candidate an opportunity to learn about the institution and the department, expectations, and other concerns. A meeting should be held with all Departmental faculty and staff to discuss appropriate questions and behavior prior to on-campus interviews.

Interviews should clarify the match between the position and qualifications described in the Job Announcement and the candidate. Teaching experience and interests as well as research and other 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. This will help 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 leader.
- **Recommended questions:**
 - **How might you contribute to the University's mission to create and sustain diverse perspectives and an inclusive environment?**
 - **What is your experience teaching diverse students and how would your teaching philosophy help diverse 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 Talent Selection 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 Talent Selection Committee may ask the candidate to explain his/her employment history. The questions need not be asked of every candidate, but does need to be asked of every candidate who has a similar employment history.
- Make it clear when the interview is over. Questions such as, "Does anyone have any final questions?" alert the candidate that the interview is coming to a close. It is good practice to ask the candidate if s/he would like to ask any questions at this time.

Previously or Currently Employed Applicants

In addition to applying and submitting required materials online, applicants who have been previously employed in the department may have the following materials reviewed by the **Department Chair**: 1) student ratings of instruction, 2) peer evaluations of instruction, and 3) any other relevant material in the applicant's Personnel Action File. The Department Chair, if not a member of the Talent Selection Committee, will provide a summary of these materials to the Talent Selection Committee.

Discretion is particularly important with internal candidates, including the confidentiality of the search. Not only is it important to ensure the same level of confidentiality is afforded to the internal candidate in not broadcasting his or her candidacy, but the Talent Selection Committee must protect the search by ensuring that the candidate has the same information as the rest of the pool, and no more or less. For instance, if the Talent Selection Committee chooses to share specific information about the campus to candidates, the internal candidate must receive the same information, even if it seems silly to do so. For

faculty searches, particular care is needed in arranging class demonstrations. For instance, the Talent Selection Committee should avoid placing an external candidate in an internal candidate's current class for teaching demonstrations. Similarly, the Talent Selection 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 AP for advice.

Reference Checking

- At least three (3) telephone references must be completed for all on-campus finalists after on-campus visits.
- The Talent Selection Committee must have an applicant's signed [Applicant Authorization and Release Form](#) prior to speaking to any references.
- Reference checking must be completed by the Chair or members of the Talent Selection Committee (except as stated in the next bullet).
- The current employer may not be contacted until the candidate gives written consent. **Always** obtain the candidate's written consent before speaking with their current employer (email is acceptable). The Dean and Search Committee Chair will decide whether the Dean or the Committee will contact this reference.
- Reference checks must be conducted by telephone using a set of standard core questions, developed by the committee, and notes must be legible. Email is **NOT** permitted.
- In some cases, Talent Selection Committees may find it necessary to verify important information that was not clearly provided by one of the listed references. Talent Selection Committees may contact individuals who are not on reference lists for this purpose provided that the candidate has signed and returned the [Applicant Authorization and Release Form](#).
 - During the online application process, the candidate authorizes the University to proceed as follows, ". . .all statements/information contained in this application I also authorize the release of reference information from individuals familiar with my education and work background to California State University, Monterey Bay."
 - It is recommended, as a courtesy, to inform candidates when references beyond those provided by the candidate will be called.
- Information gathered from candidate reference checks is to be summarized and only shared with the Talent Selection Committee. **Do not document or consider information that identifies any protected status.**
- To encourage references to be candid, be friendly and professional. 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? What courses do they usually teach? Do they have tenure? Email communications may not substitute for telephone references.
- Do not hesitate to probe, refine, or rephrase the question(s). 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.

Telephone reference checks should be professional, courteous, compliant with university policy, and otherwise appropriate. **Follow-up questions in addition to the core questions are permitted and encouraged when needed to clarify responses by candidates.** When you ask for a reference, the person you are calling is assisting you with the search process. Sometimes an email contact is the best way to set up a time for a phone conversation; however, performing the reference check itself by email is **not** permitted.

Before closing the conversation, be certain you know the opinion of the person you have called. A technique for accomplishing this objective 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.

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 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. There is no valid reason to ask a candidate whether they are authorized to work in the United States. All employees must have authorization to work in the United States at the time of employment, not at the time of interview. Candidate questions on work permits should be referred to AP.

The University will work with a candidate to facilitate the process for the candidate to obtain the appropriate visa once s/he has been appointed; however, responsibility for obtaining authorization to work belongs to the candidate. The University pays the basic filing fee associated with obtaining an H-1B visa, and the fraud and detection 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 Evaluation of Finalists and Preparing the Recruitment Packet

The Talent Selection Committee reviews all information gathered about each final candidate, including written feedback to the Talent Selection Committee and completion of rating forms from faculty, staff and students. All feedback is to be treated as advisory by the Talent Selection Committee in creating the summary. The Talent Selection Committee’s summary will include an unranked narrative of each candidate brought to campus outlining their strengths and weaknesses relative to the published criteria for the position.

The Recruitment Packet should be compiled by the Talent Selection Committee Chair (or Committee support person) after all campus visits have been completed, the Talent Selection Committee has identified the leading candidate(s), and all reference checks have been completed. The Recruitment Packet must include:

1. A copy of the Job Announcement and any other supplemental materials used for recruitment (i.e. flyers)
2. A completed [Recruitment Summary form](#) which outlines how the committee recruited for the position
3. First-level applicant review documents
 - a. A record of Selection Committee actions
 - b. A list of all applicants
 - c. The completed [Candidate Evaluation spreadsheet](#) with any notes of deliberations
4. Second-level applicant review documents (telephone/virtual interviews)
 - a. A record of Selection Committee actions
 - b. A list of the applicants interviewed in the first round
 - c. A list of the interview questions for the first round

- d. The Selection Committee's notes, rating sheets, and [Narrative –1st interview](#) after the first round of interviews
5. Evidence of ABD status (if applicable)
6. On-campus interview documents
 - a. A list of the applicants interviewed
 - b. All itineraries for on-campus interviews
 - c. A list of the interview questions for the second round
 - d. All rating sheets and interview notes from the Talent Selection Committee, Dean, and Department Chair (include notes from AVP for UP and Provost for Department Chair interviews)
 - e. All feedback forms from non-committee members (students, staff, faculty, etc.)
 - f. All Release and Authorizations forms signed by the candidates
 - g. All documents provided by the candidates (i.e. CV, letters of interest, letters of recommendation, writing samples, etc.)
 - h. Narrative –2nd Interview
 - i. Record of Selection Committee actions
7. All reference check notes
8. An unranked narrative of each candidate brought to campus outlining their strengths and weaknesses

The Recruitment Packet must be sent to the Dean and the AVP for UP for review and approval with a copy emailed to Melissa Manivanh. Although a candidate may be brought to campus prior to checking with the current employer, no offer of employment shall be extended until the candidate gives consent to contact the current or most recent employer and the current or most recent employer has been contacted. **The Dean and the Search Committee Chair will determine who will contact the current employer.**

The Dean and the Final Recruitment Report

After reviewing and considering the information from the Recruitment Packet, the Dean submits a final recommendation to the Provost and the AVP for UP for review and approval with a copy emailed to Melissa Manivanh. This recommendation should include a specific explanation for the selection of the recommended candidate over the other interviewed candidates (e.g. strengths and weaknesses). This recommendation is reviewed by the Provost and discussed with the AVP for UP. Upon approval, the Dean may move forward with making an offer. In addition to the recommendation, the Dean should include a description of any additional items for the appointment (i.e., start-up funds, moving expenses, etc.) that the college would like to have included in an offer to the selected candidate.

Rank and salary

The rank must be the one authorized by the Provost at the time the position was approved. The teaching record and professional accomplishments must justify the rank. In recommending a salary or a salary range, the Dean should consider factors of internal equity with recently hired faculty in the department and with issues of equity across the college. [AP will review equity across the University.] Given market factors and differences in the disciplines, perfect salary equity is difficult to achieve; CSUMB will make every effort to treat equivalent cases fairly. Certainly within the same fields, any discrepancies in appointment level should be clearly tied to qualifications and experience of the candidates.

Moving expense reimbursement

The CSU provides a standard amount for moving expenses, based on location. However, if additional college funds are available, the Dean may propose an amount for moving expense reimbursement, taking into account the candidate's needs. The Dean's recommendation should include a justification for the proposed amount.

Probationary credit

The CFA-CSU Collective Bargaining Agreement permits an offer of up to two years of probationary credit toward tenure. Such credit is generally offered for prior probationary employment elsewhere. However, keep in mind that offering time towards tenure may not be in the best interest of candidates if it places them at risk of not having sufficient time to meet the standards for awarding tenure. This should be explained to candidates at the time of the offer.

Workload reduction/travel/equipment/labs/space for research activities

It may be possible to offer reduced workload assignments or start-up packages as part of an offer. The Department Chair and the Dean should discuss what forms of support they may each contribute towards a start-up package. The reduction of teaching assignment for new hires under the most recent CBA is continued through 2019-2020. The College may also make additional reductions. As with salary and probationary credit, this decision should be made within the context of equitable outcomes for similarly situated faculty members.

Terminal degree requirement

The offer letter must make clear the requirements for documenting the terminal degree. If a tenure-track finalist candidate has not completed his/her doctorate or other terminal degree, the letter of appointment that is prepared by AP will state that the offer of employment with the University is contingent upon receipt of the candidate's original, certified transcript with the doctorate or other terminal degree. This should be done as soon as possible, but **no later than 5:00 pm on the Friday before the candidate's first duty day**. If transcripts are not available by the first day of the semester, a letter verifying degree requirements have been met or the date of degree conferral is acceptable until the original transcript is received. Should the transcript not be received as required above, any offer of employment to the candidate will be withdrawn. Any questions about this requirement should be directed to the AVP for UP.

The Offer

The College Analyst or Talent Selection Committee support person should prepare the appointment packet, which must include the following:

- The Recruitment Packet (see above)
- Dean's final recommendation to Provost with strengths and weaknesses of candidates

All items should be provided to AP **prior** to making the official offer. These records are retained for five (5) years after the search closes.

Making the official offer

The Provost will approve or reject recommendations for appointments after conferring with the Dean and the AVP for UP (for equity and CBA compliance). The terms of the offer must be

approved in final form by the Provost and sent to the Dean and AP before a final offer is made to the candidate. **The Dean is the only person authorized to extend a conditional offer or to negotiate salary.** No “unofficial” written or verbal offers may be made. AP will create and send the written offer letter. A definite deadline of no more than one week should be set for an acceptance of the written offer; the exact time is at the Dean’s discretion.

The recruitment process ends when the candidate returns a signed copy of the contract letter by the deadline. (If your first choice candidate declines the offer, data will be collected about the primary reason for that decision). **Only notify department faculty of the results once a signed Offer of Employment has been obtained.** Upon the return of a signed copy of the contract, AP will notify any candidates who were not brought to campus that the position has been filled. For candidates interviewed on-campus, it is recommended that the Search Chair reach out to inform those candidates. If any of the candidates interviewed request further information regarding his/her non-selection, the Search Committee Chair should consult with AP about how to respond.

The Final Recruitment Report

The [Final Recruitment Report](#) must be completed by the Dean. This report is a compilation of all items from the Talent Selection Committee (see 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. This report is compiled and sent to AP at the end of the search for filing.

An Unsuccessful Recruitment

Unfortunately, not all recruitments conclude successfully. If this occurs, AP will notify all candidates. For candidates who were interviewed on-campus, it is recommended that the Search Chair reach out to inform those candidates. If assistance is needed in notifying those candidates, the Search Chair may contact AP to facilitate these notifications.

Candidates who withdraw

Data regarding the reasons that candidates withdrew from consideration are very helpful to the University. To improve future recruitment efforts, it is useful to document any reasons mentioned by applicants to members of the Talent Selection Committee and to summarize this information for your Dean and AP.

Record Keeping

Upon completion of a search, all documents relating to the search must be provided to AP for retention. As stated above, the Talent Selection Committee Chair or Talent Selection Committee support person compiles the majority of the documents for submission (see above) with the Dean’s Office providing final specific recommendations. These records are retained for five years after the search closes.

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 mandatory orientation for new faculty provided by Teaching, Learning, and Assessment, departments should provide opportunities to welcome new members of our community.

Some new faculty will prefer considerable assistance while others will prefer to be left to their own initiative. Reference Part 4 of the [Faculty Handbook](#) for steps to take to onboard new faculty; these include reminding them to attend new faculty orientation, avoiding scheduling other college meetings during that time, and encouraging their participation in the new faculty mentoring program, in Affinity Group events, and in TLA co-ops, especially those designed to support the RTP process.

UP has developed a [web page](#) to provide Prospective and New Faculty with helpful information about the University and the Monterey metropolitan area.

Teaching, Learning, and Assessment provides a mandatory orientation for all new full-time faculty members just prior to the beginning of the fall semester. This orientation is designed to familiarize faculty with a broad view of the University, available services, professional development opportunities, and an introduction to important university policies. Again, please encourage new faculty members to attend and avoid scheduling conflicting meetings during this time.

Appendix

Timeline and Process Overview

Talent Selection Committees should establish specific timelines or dates to have the following assignments completed. This timeline below is a template for use by the Talent Selection Committee and does not require approval; however, the Talent Selection Committee Chair should consult with the Department Chair and Dean regarding the projected completion date.

Projected Date	
	Submit Request to Recruit and Job Announcement Template to College Dean in MS Word for preliminary review. Departments should include list of all industry-specific sites and list serves on Request to Recruit . The approved template will then be forwarded to the Provost for approval and finally to AP to finalize the Job Announcement and initiate recruitment.
	Dean/Department Chair selects Talent Selection Committee Chair.
	Talent Selection Committee selected by Department process.
	Attend mandatory trainings with Office of Inclusive Excellence and AP (Talent Selection Committee members, Department Chairs, and Deans are required to attend) and complete this timeline.
	Position posted and all advertising completed. Implement and conduct effective and extensive recruitment strategies. Recruitment and outreach to underrepresented candidates is the most important function of the Talent Selection Committee. The strength and diversity of the pool should be the primary focus of your recruitment.
	Priority screening date from the Job Announcement . The Talent Selection Committee may begin screening candidates after the posted date of the review only once an EEO Review is complete and a decision is made about whether or not to extend the priority screening date. Otherwise, extensions to this deadline must be approved by the Dean and the AVP of UP.
	Application review completed (Candidate Evaluation Spreadsheet completed).
	Recruitment Summary Form , list of telephone/virtual interview candidates, and questions sent to Dean and AP for approval.
	Telephone/Virtual interviews completed.
	List of candidates with justifications, and interview questions submitted to Dean and AP for approval. Interviewees added to PeopleAdmin by Talent Selection Committee Chair or assistant.
	Approved candidates complete Applicant Authorization and Release form prior to (or during) campus visit.
	Campus visits and interviews completed.
	Comparison of candidates completed.
	Mandatory reference checks completed.
	Forward Recruitment Packet to Dean.

	Dean completes reference check of current employer.
	Dean submits final recommendation to Provost and AP.
	Provost contacts AP to discuss hire and contact Dean to provide approval to extend offer.
	Dean extends offer.
	Dean communicates acceptance to Provost and AP.
	AP prepares appointment letter and sends to selected candidate. Background check is initiated.
	Notify unsuccessful candidates (should be performed in various stages throughout the process). AP will send notifications to applicants who were not interviewed. Talent Selection Committees are strongly urged to call the candidates who were interviewed, but not selected.
	Final Recruitment Report is sent by Dean to AP.
	Design an appropriate welcome for the new faculty member.

Recruitment Documents and Samples

- [Faculty Recruitment Plan Template](#)
- [Job Announcement Template](#)
- [Request to Recruit](#)
- [Confidentiality Guidelines](#)
- [Recruitment Summary Form](#)
- [Candidate Evaluation Spreadsheet \(Sample\)](#)
- [Narrative – 1st Interview](#)
- [Applicant Authorization and Release Form](#)
- [Final Recruitment Report Checklist](#)