

# California State University, Fresno

## Procedures for Recruiting Tenure-Track Faculty



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Last updated September 2016



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## From the President



As a native of the San Joaquin Valley, I was raised to appreciate that the rich tapestry of diversity that defines the region is one of our greatest strengths. I am proud that the diversity of Central California is strongly reflected in Fresno State's students, faculty, staff and administrators. It is essential to our academic excellence.

We are dedicated to reducing any barriers to success that come from race, ethnicity, socioeconomic status, culture, religion, linguistic diversity, ability, gender identity, sexual orientation, age, geographical region, personality, learning styles, life experiences and other human characteristics.

The President's Commission on Human Relations and Equity (PCHRE) supports acceptance and fairness at all levels of the University. Fresno State is an institution where exploring the diversity of thought and discouraging marginalization is valued as a means of enriching knowledge and critical-thinking. The Commission developed a comprehensive plan to make sure this commitment is understood across our campus.

As an engaged university, we focus on broadening students' intellectual horizons, fostering lifelong learning skills, developing the leaders of tomorrow, promoting community involvement, and instilling an appreciation of world cultures. We nurture cultural competence by celebrating the diversity of the campus community and welcoming the participation of all.

As President, I am committed to maintaining a campus known for its integrity, civility, equity, respect and ethical behavior. The University must be safe and inclusive. We do not tolerate any form of harassment, discrimination or intimidation, as prohibited by university policy and state and federal civil rights laws.

Our efforts depend on the continued dedication of every member of the University community. We are all responsible for upholding these core objectives while working and learning at Fresno State.

*Joseph I. Castro, President*

[www.fresnostate.edu/academics/diversity/](http://www.fresnostate.edu/academics/diversity/)

## Introduction

This guide is intended to provide assistance to Search 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 Academic Policy Manual. 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 process is supported online through eRecruit via [my.fresnostate.edu](http://my.fresnostate.edu) (MyFresnoState - portal).

## Policy Documents

Policy and Procedures for the Appointment of Tenure Track Faculty Including the Award of Service Credit ([APM 301](#))

Policy on Nepotism ([APM 303](#))

Policy on Terminal Degrees ([APM 304](#))

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

Executive Order 1088 Affirmative Action Plan: [www.calstate.edu/eo/EO-1088.pdf](http://www.calstate.edu/eo/EO-1088.pdf)



## Timeline and Process Overview

Search Committees should establish specific timelines or dates to have the following completed. This timeline is for use by the committee and does not require approval; however, the search committee Chair should consult with the Department Chair and Dean regarding the projected completion date.

### Projected Date

_____	Elect Search Committee, Committee Elects Chair, Recruit EEO Designee from approved list. <u>It is essential to recruit the EEO Designee from outside the school/college.</u>
_____	Attend mandatory trainings with Faculty Affairs (search committee Chair and Department Chair are required to attend).
_____	Submit draft of vacancy announcement to Faculty Affairs in MS Word for preliminary review and prepare Candidate Evaluation Spreadsheet. The draft vacancy announcement must be approved by the EEO Designee.
_____	Submit draft vacancy announcement and additional required documents into eRecruit for multiple approvals.
_____	Identify discipline-specific advertising venues above and beyond centralized advertising provided by Faculty Affairs (optional).
_____	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 committee. The strength and diversity of the pool should be the primary focus of your recruitment.
_____	Application review date from the Vacancy Announcement (careful consideration date). The committee may begin screening candidates before the posted date of review using the Candidate Evaluation Spreadsheet. Extensions to this deadline must be approved by the Dean and Faculty Affairs.
_____	Application review completed (Candidate Evaluation Spreadsheet completed).
_____	Telephone interviews completed (including required questions).
_____	Reference checks completed (must be completed prior to on-campus visit).
_____	On-Campus Visit Form submitted to Chair and Dean for approval.
_____	On-Campus Visit Form submitted to Faculty Affairs for approval.
_____	Campus visits and interviews completed.
_____	Search summary and comparison of candidates completed.
_____	Forward nomination package to the Dean.
_____	Dean completes final reference check and offer completed.
_____	Notify unsuccessful candidates (this should be performed in various stages throughout the process).
_____	Design an appropriate welcome for the new faculty member.

## The Process

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

### Establishing the Search Committee (APM 301.III)

One of the greatest opportunities to make profound and long-term changes in an academic department is to serve on a Search Committee. The Search Committee acts on behalf of the entire department. Search Committee membership is formed as follows (APM 301.III):

1. All voting members are elected by the department.
2. Committee **must** consist of at least three full-time tenured or tenure-track faculty members.
3. Tenure-track (probationary) faculty may not comprise more than **1/3** of the committee.
4. Department Chair and FERP faculty may not serve on the Search Committee.
5. If necessary, the department may elect tenured faculty in a related discipline from another department.
6. Recruit a non-voting EEO Designee approved by the campus EEO Coordinator. For faculty searches, the EEO Coordinator has designated the Associate Vice President for Faculty Affairs to serve in this role. Trained EEO Designees cannot serve as the EEO Designee for a search in their own school/college. It is important that committees include EEO Designees outside of the school/college.
7. Search Committee Chair must be elected from and by its membership.

### Search 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 committee must read the updated *Procedures for Recruiting* and APM 301, 303 and 304 prior to commencing search activities. Practices change and committee members need to be familiar with current practices, requirements and policies. 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.
3. Developing the vacancy announcement, recruitment strategies and discipline-specific advertisements;
4. Actively participating in the recruitment process.
5. Candidate Review
  - a. Read each application file.
  - b. Participate actively in committee meetings.
  - c. Evaluate ALL applicants based on identified criteria and completing the Candidate Evaluation Spreadsheet.
  - d. Participate in reference checks and telephone interviews.
6. Participating actively in the interview process.
7. Complete paperwork, scheduling, and hosting candidates.



### **Search Committee Chair Responsibilities (APM 301.III.8)**

The Committee Chair is responsible for consulting with the Dean and Chair regarding the timeline, which is delegated to the school/college. It is generally recognized that searches which 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 Search Committee Chair include, but are not limited to:

1. Ensuring that **every** member of the Search 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 committee member by the Search Committee Chair.
2. Enforcing all policies and procedures.
3. Acting as a liaison between the Search Committee, Department Chair, and Dean.
4. Securing location of additional candidate application materials (if necessary) and communications to share with committee.
5. Overseeing the completion and process of approvals and forms.
6. Corresponding with candidates in a timely manner.
7. Arranging committee meetings to review application materials
8. Scheduling interviews and campus visits as appropriate.
9. Hosting candidate visits professionally and in a timely manner.
10. Ensuring that candidates are properly reimbursed for expenses.
11. Keeping candidates informed as the search progresses.
12. Deferring **any** and **all** discussions of salary to the Dean.
13. Perform other duties as needed to complete a timely and successful search.

### **EEO Designee Responsibilities (APM 301.IV)**

EEO Designees are **non-voting** members of the Search Committee and should avoid expressing an opinion regarding the merits of particular candidates. The EEO Designee is responsible for assuring the integrity of the search process, including:

1. Awareness of the current composition by gender and ethnicity of the department conducting the search and the summary of underutilization by occupational groups cited in the University's current EEO plan.
2. Participating in the recruitment process from its initial stages to completion while keeping the AVP for Faculty Affairs informed as appropriate.
  - a. A temporary replacement for the EEO Designee (from outside the school/college) for a specific meeting may be made after consultation with the EEO Designee and the AVP for Faculty Affairs if the specific meeting conflicts with the EEO Designee's schedule.
3. Attending Search Committee meetings.
4. Ensuring that recruitment and outreach efforts are broad-based and include efforts to attract well-qualified applicants, including underrepresented candidates.
5. Attending phone interviews and on-campus interviews with the Search Committee.
6. Monitoring the selection process at the Search Committee level and taking responsibility for assuring that all candidates are given fair consideration based on the criteria in the vacancy announcement.
7. Communicating problems or violations of university policy to the AVP for Faculty Affairs if and when they occur.

## The Vacancy Announcement and Recruitment

### Prepare the Vacancy Announcement (APM 301.V)

The first step is to prepare a draft that addresses each of the following items.

1. Position Summary
2. Overview
3. Required Education (academic preparation)
4. Required Experience and Preferred Qualifications
  - a. Carefully differentiate between Required and Preferred elements
5. Application Procedures
6. Advertisement draft (only if placing a discipline-specific advertisement).

Once the committee approves the vacancy announcement (including the EEO Designee), send the draft materials in a Word document to Faculty Affairs for comments and suggestions prior to entering into eRecruit. Following this step, the vacancy announcement (recruitment request) is entered into eRecruit via [my.fresnostate.edu](http://my.fresnostate.edu). Entering the information can be done by the Department Administrative Assistant, Search Committee Chair, or Department Chair using the information prepared by the Search Committee.

The recruitment request is approved electronically by the AVP for Faculty Affairs, Chair and the Dean (Chair and Dean approval are required by CBA Article 12.28), after which it goes to the Faculty Affairs for final review and processing. After all approvals have been received, the recruitment request is posted as a vacancy announcement on the Fresno State Jobs website (<http://jobs.fresnostate.edu/>).

Please utilize the sample vacancy announcement posted on the Faculty Affairs website to identify which sections are standard language to be used in every vacancy announcement and those that are to be submitted by the committee in eRecruit for the draft vacancy. The following information explains the desired content for the sections completed by the committee:

#### **Position Summary:**

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 school/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.**

**Overview:**

This section should provide general information about the department and the college which will help candidates identify with the vision and goals of the department, including opportunities for students and characteristics unique to the department/college. This also provides an opportunity to share the strengths and successes of the department and college.

**Required Education:**

State the minimum degree qualifications. 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 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). Please review APM 304 - Policy on Terminal Degrees in the Academic Policy Manual.

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

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.

Search Committees that allow ABD candidates, and invite an ABD for an on-campus interview will need to obtain documentary evidence of ABD status from the candidate’s university. ABDs nominated as the result of a tenure-track search will be appointed into a tenure-track, probationary position (not a lecturer position.)



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 (Ph.D.) in [discipline or field] or other closely-related disciplines from an accredited institution (or equivalent).*

Option 2\*: Required Terminal Degree by date of appointment.

*An earned doctorate (Ph.D.) in [discipline or field] or other closely-related disciplines from an accredited institution (or equivalent) is required; however, applicants nearing completion of the doctorate (ABD) may be considered. For appointment, the doctorate must be completed by the date of appointment (8/XX/2XXX).*

Option 3\*: Preferred Terminal Degree; however, ABD will be considered with degree completed by XXX.

*An earned doctorate (Ph.D.) in [discipline or field] or other closely-related disciplines from an accredited institution (or equivalent) is required; however, applicants nearing completion of the doctorate (ABD) may be considered. For continued employment in the tenure-track position the doctorate must be completed by 8/1/2XXX.*

[Note We suggest using a reasonable date such as 6 months or 1 year.]

\*Option 2 and 3 must have prior approval from the Dean and the Associate Vice President for Faculty Affairs.

### **Required Experience:**

Qualifications should allow for a broad pool of applicants that would be successful in the position. Write the qualifications in a way that allows the Search Committee to assess candidate competencies during the review process. 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. Don't 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. This will enhance the number of qualified applicants. In addition, it is important to know the potential pool from which you will be recruiting. If there are only a limited number of people who meet your qualifications, you should rethink whether you are going to be successful in recruiting for this position.

### **Preferred Qualifications:**

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 (1) you'll be able to build an adequate applicant pool and (2) you won't exclude or discourage applications from well-qualified candidates.

One common error is to require a specific number of years of experience. In this example, "Three or more years of teaching experience at the university level are required," all candidates interviewed must have 3 or more years, a candidate with 2 years and one semester is NOT qualified. The better practice would be to say, for example, "Successful teaching experience at the undergraduate level." It is up to the applicant to demonstrate his/her successful teaching experience.

**Application Materials to Be Submitted:** In addition to the online application through eRecruit, applicants must submit the following materials:

1. Current Curriculum Vitae (Required)
2. Names and contact information for three professional references. (Required)
3. Three current letters of recommendation for finalists. (Required for nomination\*)
4. Official transcripts. (Required for appointment\*)
5. Cover letter specifically addressing the requirements. (Required)
6. A statement of teaching philosophy. (Optional)
7. Unofficial transcripts. (Optional)
8. Samples of work (Optional)

\*The committee should be specific about the timelines for submission of application materials. Tell applicants exactly what is required for full consideration. For example, you may not need official transcripts in order to select candidates for telephone interviews. But you will need them from finalists. Here's an example:

*Review of applications will begin November 10, 2015, and will continue until the position is filled. To apply, applicants must complete an on-line application at <http://jobs.fresnostate.edu> and attach the following: 1) a cover letter specifically addressing required experience and preferred qualifications; 2) a curriculum vitae, and 3) list of three professional references. Finalists will be required to submit 1) three current letters of recommendation and 2) official transcripts. For inquires, contact: Dr. J. Sample, Search Committee Chair; California State University, Fresno; School of Forestry; Department of Forest Management; 5245 N. Backer Avenue, MS PB 7; Fresno, CA 93740-8001; Phone: 559.278.2851; E-mail: [sample@csufresno.edu](mailto:sample@csufresno.edu).*

Selecting candidates for telephone interviews and campus visits may take place after the full consideration date in the Vacancy Announcement. If an application from a promising candidate arrives thereafter, the language in the notice permits the committee to include the new application in the group of applications that's being given full consideration provided that all the other "late" applications are given full consideration.

## **Recruitment and Advertising**

### **Recruitment**

Successful and active recruiting is the primary criterion for the approval of all requests to advance a search to the on-campus visit phase of the search. The committee must review the required Recruitment Summary Form at the beginning of the search process. Completion of the form is required for all searches. Recruiting is the primary responsibility of the committee. It is also the responsibility of the entire department, and, in many cases, the entire school/college. Please consider who may be able to contribute to your success and be sure to document their contributions.

All recruitment efforts must be documented, submitted with approval requests, and stored in the search file. Committees are required to provide a detailed account of recruiting activities, especially with regard to recruiting a diverse candidate pool using the

Recruitment Summary Form. This will include, but is not limited to, **phone and email contact lists**. It is important that committees develop non-traditional approaches, including recruiting faculty who may not be currently looking for positions.

The most effective form of recruitment is direct contact through personal networks and outreach to individuals. Mass emails and form emails without responses will not be considered as evidence of successful and active recruiting on the Recruitment Summary Form. 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.

Allison Cowgill (Faculty Reference Librarian) has produced a list of all Minority Serving masters and doctoral-level Institutions in the U.S. This list and an online resource called The College Blue Book will help you identify and cross-list every MSI in the U.S. which currently offers doctorates and master's Degrees that apply to the Required Education stated on your vacancy announcement. Links to these items are available on the Faculty Affairs website. In addition, the 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.

The documentation of an effective recruitment must include:

1. A detailed narrative of multiple recruiting strategies the committee used to ensure that the vacancy 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 Linked-in, etc.); the use of professional networks within the department/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 Minority Serving Institutions 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. In addition, the 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. Also, please keep in mind when making these contacts that people who already have 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 Faculty Affairs.
5. A description of your 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 search process.***

### **Additional Reminders about Recruiting Candidates**

Four basic rules of recruiting:

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

### **Advertising**

For the purposes of evaluating recruitment efforts, advertising (in-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 Faculty Affairs. A list of advertising resources will be provided. Faculty Affairs will place the vacancy in a common set of well-accepted locations for all searches. These efforts are standard and not considered part of your recruitment strategies or diversity outreach.

For additional advertisements in a discipline-specific professional journal, the ad:

- Must include the title of the position.
- Must include duties - Can be brief and to the point but must include “teaching” in some form or another.
- Must include required elements.
- Must include (at least) degree, experience, training and expertise – other *preferred* qualification(s) may be listed on the vacancy announcement, but need not be included in the print advertisement.
- Must include the statement, “California State University, Fresno is an affirmative action, equal opportunity institution.”

### **Sample discipline-specific advertisement**

**California State University, Fresno**

**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 (Ph.D.) in **[name of department]** or other closely-related disciplines from an accredited institution (or equivalent) is required and a minimum of three years field experience as a Forest Ranger is required. Review of applications will begin November 10, 2015, and will continue until the position is filled. Visit <http://jobs.fresnostate.edu> for more information. California State University, Fresno is an affirmative action/equal opportunity institution.

## Screening and Selection

**Timing:** Search Committee members may begin the initial screening of application materials prior to the full consideration date; however, no final determination on the status of the applicants shall occur until the date has passed. All members of the Search Committee must evaluate every application. Members who fail to do so in advance may not participate in the deliberations to select candidates.

**Previously or Currently Employed Applicants:** For applicant who have been previously employed in the department, the following materials shall be reviewed: 1) all application materials; 2) student ratings of instruction; 3) peer evaluations of instruction, and; 4) any other relevant material in the applicant's Personnel Action File.

**Confidentiality:** Search Committee members are responsible for maintaining strict confidentiality in all matters pertaining to applications, selection, and nomination. Letters of application, letters of recommendation, summaries of telephone reference checks, transcripts, and evidence of teaching performance are to be made available only to tenured and probationary faculty in the department. (Review the APM for further clarification.) A candidate's vita may be shared with others whose opinions are sought and who will be meeting the candidate during the campus visit. Be careful to redact personal information such as home address or phone number.

**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 Search Committee. Committees should consider breaking candidates into three broad categories: Category A – Top candidates; Category B – Possible candidates; and Category C – Candidates that do not meet minimum qualifications.

**Candidate Communication:** When the list approaches your target number, candidates should be informed that the search process is in an advanced stage and asked whether or not they are still interested.

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've 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; however, keep them informed of the on-going status of the search.



3. As far as unqualified candidates are concerned, once the date for submitting materials has passed, if an applicant is clearly not under consideration, it is a good practice to notify the individual as soon as possible.

## **Candidate Review**

1. **Application Review.** The Search Committee, all tenured and probationary faculty of the department, and designated clerical staff and administrators may review applicants online through eRecruit. Where this method is used, there is no need to create access logs or to log in and out of applicant files; however, if the Search Committee prefers to print out applications and create applicant files, an “Access Log” must be placed in the front of each applicant folder. Any person accessing the hard copy file must log in and out on this form each time the file is accessed. Access should be limited to appropriate persons, which include Search Committee members, the tenured and probationary faculty of the department, and clerical staff and administrators (on a need-to-know basis).
2. **Candidate Evaluation Spreadsheet.** The Search Committee Chair and the EEO Designee should jointly develop the Candidate Evaluation Spreadsheet based on the vacancy announcement to assist in evaluating completeness of application. No additional qualifications may be added once a vacancy announcement is approved and advertised. Candidates with incomplete applications may not be advanced. You may contact candidates to allow them the opportunity to complete the application; however, if you provide this opportunity to anyone, you must provide it to everyone.
3. **Interview Ratings Sheet.** The Search Committee and the EEO Designee should jointly develop a ratings sheet for use in interviews. The items on the ratings sheet should only reflect the qualifications specified in the vacancy announcement.
4. **EEO Designee Role.** The EEO Designee should be present during all committee meetings when deliberations may result in any form of vote or decision, including interview. If the assigned EEO Designee cannot be present at a particular meeting, it is acceptable to request another trained EEO Designee from another school/college to attend.
5. **Confidential.** Maintain strict confidentiality. Violations of this confidentiality are considered to be unprofessional conduct and may be grounds for disciplinary action.
6. **Record.** Record the actions taken on each candidate.
7. **Shortlist Telephone (or Skype) Interviews.** Once the committee narrows the pool of candidates down to those who best match the qualifications, it is suggested that telephone interviews are conducted. Calls for reference checks need to occur at this time as well, using a set of standard core questions. Email communications may not substitute for telephone references. *(NOTE: Committees who choose to conduct live interviews at conferences in lieu of telephone interviews must have prior approval of the AVP for Faculty Affairs. This practice must be clearly stated in the vacancy announcement and arrangements must be made for candidates who are unable to*

*attend a live interview. Ability to attend such an interview cannot be used as a requirement for meeting candidate eligibility. All committee members who will be present for live screening interviews used in lieu of telephone interviews must participate in campus EEO training prior to the interviews or must have the EEO Designee for the committee present.)*

## **The Short List and Telephone Interviews**

Before creating the short list and scheduling telephone interviews:

1. Candidate Evaluation Spreadsheet for all applicants must be completed and only candidates with completed applications who meet the minimum qualifications may be moved forward to the short list.

Search Committees are required to effectively assess each candidate who reaches the phone interview and campus interview stages regarding his/her ability to work effectively with faculty, staff and students from diverse backgrounds by asking each candidate questions required by the University. These questions are required and must be asked as stated. If your search requires a modification to these questions, committees must consult with Faculty Affairs:

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?**

**IMPORTANT:** The committee should discuss what they believe would comprise an acceptable answer to these questions prior to telephone or campus interviews.

## **Reference Checking**

1. Reference checks must be conducted by telephone.
2. Reference checking must be completed by multiple members of the Search Committee. A third reference check completed by the Dean will be required upon nomination of the final candidate.
3. In some cases, committees may find it necessary to verify important information that was not clearly provided by one of the listed references. Committees may contact individuals who are not on reference lists for this purpose.
  - a. 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 educational and work background to California State University, Fresno."
  - b. It is recommended, as a courtesy, to inform candidates when references beyond those provided by the candidate will be called.
4. It is recommended that the department do more than the minimum requirement of two telephone reference checks.

5. All past employers should be contacted prior to the candidate being invited to campus. The current employer may not be contacted until the candidate gives consent. While 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. Current employers should only be contacted by the Dean.
6. Always obtain the candidate's consent before speaking with representatives of his/her current employer.
7. Information gathered from candidate reference checks is to be summarized and only shared with the committee. **Do not document information that identifies any protected status.**
8. 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.

### **Sample Questions and Guide to Telephone References**

To encourage references to be candid, it is best to 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 does he/she usually teach? Does he/she have tenure?

Do not hesitate to probe, refine or rephrase questions. 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.

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.

### **Verification of Degrees and ABD Status**

The Search Committee must verify the highest level of degree before offer of appointment. The best approach is to require that official transcripts are forwarded directly from the candidate's degree-granting institution.

Search Committees must verify the status of ABD candidates by obtaining a written statement from the candidate's dissertation chair to ensure that s/he is making satisfactory progress toward completion by the date specified on the vacancy announcement (email is acceptable; however, the email must be from a university email address). Evidence of ABD status needs to be submitted with the On-Campus Visit form.

### **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, 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 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 committee. It is the responsibility of the committee to ensure that all applicants receive a professional and appropriate interview experience.**

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

- Do you need a visa to work in the United States?
- How many children do you have? Do you plan to have any/any more children?
- What are the ages of your children? Who will baby-sit 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?

## **The On-Campus Visit**

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

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

1. Create a detailed written schedule for each visit with specific indications of responsibility for accommodations, transportation, introductions, meetings, presentations, etc. Distribute copies to the candidate, Dean, department faculty, Search Committee and other interested individuals.
2. During the invitation stage, ask whether the candidate requires any accommodations as part of the interview or if s/he has any dietary preferences. Do not ask if the person has any dietary "restrictions," this can lead to a discussion of religious background or medical conditions. Record the dietary preference information and disregard any additional information that is provided.
3. The University is obliged to make reasonable accommodations during the interview process. Contact Faculty Affairs before denying any accommodations and with any questions or concerns.
4. Provide candidates with local maps and information or brochures about the department, school/college, and the University community.
5. Please do not refer candidates to privately selected vendors such as real estate agents, as we are unable to endorse individual agents or businesses.

6. Provide clear written procedures for the reimbursement of travel expenses.
7. Please report any inappropriate behavior or comments by any member of the University community to the AVP for Faculty Affairs immediately.

With the assistance of Search Committee members and the department, the Search Committee Chair must 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 accompany 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 give students evaluation forms to complete).
  - b. A meeting with department faculty.
  - c. A meeting with students (optional).
  - d. An interview meeting with the Search Committee and EEO Designee.
  - e. A meeting with the Department Chair.
  - f. A meeting with the Dean.
  - g. Department Chair candidates require meetings with the Provost and AVP for Faculty Affairs.
  - h. Meals with a variety of faculty. Only search committee members and candidates are reimbursed for meal expenses.
  - i. A campus tour.
  - j. A tour of the surrounding area (optional).
  - k. Attending special functions if available.
  - l. Time to relax or exercise.
  - m. Meeting with the staff member responsible for reimbursement forms.
  - n. Meetings with other persons or groups as deemed appropriate.

### **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—usually three or four—who will visit the campus, those individuals must each be given similar opportunities to interact and present themselves to the 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). Please always use a common sense approach and put candidates' needs first. For example, a social gathering where alcohol is served or an event at a personal residence may not be appropriate in all settings.

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 vacancy 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. Put the candidate at ease.
- Develop a set of core questions related to the stated position requirements.
  - Test the candidates' match with the stated position criteria;
  - Probe the candidates' technical and professional preparation;
  - Identify skills deemed essential to success as an effective teacher.
- **Required 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 committee to ask questions directly targeted to specific information about individual candidates' qualifications. For example, if a candidate has held a series of one or two-year positions, the committee may ask the candidate to explain his/her employment history. The question need not be asked of every candidate, but does need to be asked of every candidate who has a similar employment history.
- 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.

## Work Authorization and Visas

The California State University's policy is to consider *all* applicants for employment—United States citizens and non-citizens alike—irrespective of work authorization status at the time of the job application. (HR 94-29, dated 10/14/94). This CSU policy allows campuses to consider unauthorized applicants, and then to assist them in obtaining appropriate work authorization before beginning their employment. 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 the interview. Candidate questions on work permits should be referred to Faculty Affairs.

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

## **The Nomination**

The nomination process begins after all campus visits have been completed and the Search Committee has identified the leading candidate(s). The committee reviews all information gathered about each final candidate and makes a recommendation regarding the nomination of candidates. A simple majority vote is needed, but it is preferable that the committee form a consensus on the top candidate(s).

The committee's recommendation is forwarded to the Department Chair. The Department Chair may indicate concurrence or disagreement with the committee's recommendation. It is suggested that the Department Chair and Search Committee Chair collaborate in completing the nomination form.

The nomination packet, and all required information and attachments are completed and forwarded to the Dean for review and recommendation. The Dean will complete at least one telephone reference check. **The Dean is the only person authorized to extend a conditional offer or to negotiate salary.**

The Search Committee Chair should keep the candidates informed as this part of the search progresses. Let them know when the department's recommendation has been forwarded to the Dean. Explain how the process works – that the Dean makes the final selection, and once the Dean does that, the nomination is forwarded to Faculty Affairs for review by the AVP for Faculty Affairs and Provost. Faculty Affairs prepares the official Offer of Employment, which is signed by the Dean and sent to the nominee. **Only notify department faculty of the results once a signed Offer of Employment has been obtained.**

## **Record-keeping with eRecruit**

eRecruit simplifies record-keeping. If materials are printed, separate applicant files must be created with access logs, etc. If the committee reviews the materials online, record-keeping may be based on the functional stages of the search process, as in the following example:



General Search File - paper copies to be retained:

1. Required documentation of recruiting activities and supplemental materials used for recruiting (e.g., flyers used at conferences); copy of vacancy announcement; and printout of the list of applicants.
2. First-level applicant review – Completed Candidate Evaluation Spreadsheet.
  - a. Record of search committee actions.
  - b. Notes of deliberations.
3. Telephone interviews.
  - a. Record of search committee actions.
  - b. List of core questions.
  - c. Completed ratings.
  - d. Notes from each committee member for every interview.
  - e. Notes from deliberations.
4. On-Campus Visit form and required attachments.
5. On-campus interviews.
  - a. Copies of candidate itineraries.
  - b. Completed ratings sheets.
  - c. Copies of all feedback/comments submitted by non-committee members.
  - d. Candidate comparison (attached to nomination form).
  - e. Notes from deliberations.
  - f. Record of search committee actions.
6. Copy of nomination form and required attachments.

### **Preparing Search Records for Storage**

When the search begins, the Search Committee Chair should create a filing system with separate folders for tracking applicants. A check sheet of required materials is to be placed in the front of each applicant folder and kept current to reflect the dates when materials are received.

All application and search materials are to be organized and labeled to identify the specific search. The search records are to remain confidential **and must be maintained in the Dean's Office 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 Faculty Affairs, departments should provide opportunities that generally attempt to make what can be a hectic and stressful experience as easy and comfortable as possible. Some new faculty will prefer considerable assistance, while others will prefer to be left to their own initiative.

The Office of Faculty Affairs has developed a web page to provide Prospective and New Faculty with helpful information about the University and the Fresno metropolitan area. The web address is: <http://www.fresnostate.edu/academics/aps/faculty/index.html>

Faculty Affairs 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. New faculty members are released from all other duties to participate in this orientation.

## **APPENDIX A: GENERIC SAMPLE LETTER OF REJECTION (all-stages)**

### ***EDIT TO MATCH POSITION REQUIREMENTS and DEPARTMENT NEEDS***

Dear Dr. Jones:

The [name of department] Search Committee has completed screening for the [position title]. The selection was especially difficult because of our pool of highly qualified candidates.

I regret to inform you that your application was not selected for further review. Please be assured that our decision in no way reflects on your qualifications or abilities. Rather, it was the view of the Search Committee that there were other applicants who better fit our long-term needs.

We want to take this opportunity to express our sincere appreciation for your application and interest in California State University, Fresno.

We wish your every success in your academic career.

Sincerely,

I.M. Chair  
Chair, Search Committee