



University Policy Statement

UPS 210.001

RECRUITMENT AND APPOINTMENT OF TENURE-LINE FACULTY

I. INTRODUCTION

The University's goal is to become the university of choice for students, faculty, and staff seeking an inclusive and diverse academic community. The goal for recruitment is to appoint a high-quality and diverse faculty utilizing an effective, equitable, and inclusive recruitment process. Individuals who show promise of satisfying the criteria for reappointment, retention, tenure, and promotion should be selected in accordance with the position announcement.

The provisions of this document apply to the recruitment and appointment of tenure-track faculty. The appointment of tenure-track faculty must comply with the Collective Bargaining Agreement (CBA) currently in place between the California State University (CSU) and the California Faculty Association (CFA).

This document establishes the process by which faculty peer review committees (i.e., the Department Search Committee (DSC)), Department Chairs, and appropriate administrators will recruit and evaluate a diverse pool of high-quality candidates. DSC, Department Chairs, and the appropriate administrators shall abide by the guidelines of this document including the processes established and the training facilitated by the Division of Human Resources, Diversity, and Inclusion (HRDI).

II. DEFINITIONS

For the purpose of this policy, the terms Department, Division, and School shall be considered equivalent. The term Dean refers to College and Library Deans and their equivalents in other units, including, but not limited to the Associate Vice Presidents for Student Affairs (usually referred to as the 'appropriate administrator' in the CBA). As with all University policies, an appropriate administrator may delegate tasks to others (e.g., references to the Dean shall always be understood to mean "Dean or designee"). Unless otherwise noted, Vice President refers to the Provost/Vice President for Academic Affairs when recruiting tenure-track faculty and librarians and Vice President for Student Affairs when recruiting counselors. In this document, the phrase "tenured faculty" includes Faculty Early Retirement Plan (FERP) faculty during their active semester(s).

- Applicants are individuals who have applied for the position.
- Candidates are individuals who meet the minimum qualifications for the position.
- Semifinalists are individuals who will be considered for screening prior to on-campus interviews.
- Finalists are individuals who will be invited to campus for an interview.

Diversity, inclusion, and equity are defined in UPS 100.007; these definitions apply to this document.

III. COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

In accordance with the tenets of UPS 100.007, searches will be conducted with the goal of minimizing implicit biases, increasing representation, addressing past inequities, and creating an environment reflective of the democratic mission of higher education. The University provides equal employment opportunity for all applicants in all job classifications without regard for race, ethnicity, gender identity or expression, age, (dis)ability, sexual orientation, religious or political belief, sex, marital status, national or ethnic origin, Veteran status, social class, or status within the University. Recruitment of tenure-track faculty shall be consonant with applicable equal employment opportunity policies and procedures and commensurate with the University's strategic priorities related to diversity, equity, and inclusion.

Departments shall proactively and strategically recruit from various educational institutions to provide a significant breadth of background and experience and shall advertise in a wide variety of venues (e.g., in-person recruitment, print, digital, and non-traditional media).

Appropriate stakeholders shall consider the demographics of the applicant pool relative to the national pool of qualified candidates, the student and faculty population in the department or unit and university, and the growing diversity of Southern California.

IV. REQUEST FOR TENURE-TRACK FACULTY POSITIONS

Recruitment shall be consistent with the Department's, College's, and University's strategic plans, the University's affirmative action plan, and accreditation needs. It shall be based on forecasting curricular needs, department needs in research and creative activities, projected student/faculty ratios, and the number of projected full-time equivalent students (FTES) and majors to be served by the Department. Each College should strive to maintain a ratio of tenured and tenure-track faculty to lecturers to ensure that activities requiring tenured and tenure-track faculty are adequately staffed.

Each year, on a date designated in advance by the appropriate Vice President, and following consultation with the tenured and tenure track faculty, each Department Chair shall submit to the appropriate administrator a request in writing for searches for the upcoming year as well as the anticipated faculty hiring needs for the subsequent one-year period. Such requests shall, for each proposed position, justify the need and describe the position(s) and general qualification(s) desired and/or required in terms of training and experience, and indicate the proposed rank if one is to be specified. If the Dean approves, a department may specify open rank for the position(s).

The Dean will submit the College's request to the appropriate Vice President/Provost.

After the budget for faculty positions has been determined, the appropriate Vice President shall consult with the Deans and determine the number of positions and probable ranks to be included in the faculty allocation for the following year. The Department Chairs shall thereafter be advised in writing of the determination and the reasons thereof.

V. SELECTION OF THE DEPARTMENT SEARCH COMMITTEE (DSC)

The tenured and tenure-track faculty in each department or equivalent unit shall elect a DSC. The Department should select a diverse group of faculty to serve on the DSC. The department should elect committee members with substantive and broad expertise that adds to a diverse perspective. The DSC shall consist of at least three tenured faculty members for the purpose of reviewing applications and recommending individuals for full-time appointments. While the DSC shall normally consist of tenured faculty, if a department wishes to include tenure-track faculty as members of the DSC, the Department Chair shall make a request to the Dean, who will review the request. The Dean will make a recommendation and send the request and recommendation to the President or designee. The President may grant the Department's request. Tenured faculty from other departments may be elected to serve on the DSC if needed. No faculty member shall serve on a DSC when that person will be on any type of leave during the year of service. The department may request of the President that FERP participants who are employed in both fall and spring semesters of the same academic year serve on the DSC. However, the committee cannot be comprised solely of FERP faculty.

The DSC shall elect a chair from its membership. All tenure track faculty members should participate in training provided by HRDI prior to a search being conducted. The Department Chair and the DSC shall participate in training provided by HRDI before the development of the position announcement(s) and recruitment plan. HRDI will provide training throughout the year.

VI. POSITION ANNOUNCEMENT, RECRUITMENT PLAN, AND SCREENING CRITERIA

A. Position Announcement

The DSC and Department Chair shall participate in developing the position announcement. Each position announcement shall address qualifications such as educational and professional training, teaching and/or working with diverse populations, in addition to professional, research, scholarly, or creative accomplishments or potential. The position announcement shall also distinguish between required and preferred qualifications.

The position announcement shall include the name(s) of the specific terminal degree(s), experience, and/or licensure required for appointment to the position. If a specific terminal degree is required for tenure and promotion but not a requirement for appointment e.g., the department wishes to interview individuals who are ABD (i.e., all but degree), this should also be stated in the position description.

The position announcement shall also require that the applicant submits a statement of inclusive excellence. This statement shall address one or more of the following criteria:

1. The candidate has acquired knowledge of barriers for members of historically underrepresented groups in higher education.
2. The candidate has experience in and is committed to engaging in service with members of historically underrepresented groups in higher education.
3. The candidate has experience in and is committed to teaching and/or mentoring members of historically underrepresented groups in higher education.
4. The candidate has experience integrating members of historically underrepresented groups and communities into scholarly and creative activities.

The announcement shall state that finalists will have experience in one (or more) of these criteria.

The position announcement shall also indicate what documentation is necessary to be submitted for a complete application. In all cases, an applicant must include a list of references, with relevant contact information, at the time of application. The number of such references (generally three) shall be set by the DSC. In cases where only names of references are requested, finalists should be advised that references may be contacted prior to interviews and that letters of recommendation from these references will be needed before a formal offer is made by the University. The position announcement shall also indicate the date the completed application must be received for full consideration and/or may include verbiage such as “open until filled.”

Per the California Pay Transparency Law, a pay scale for the position must be posted for every job announcement.

The Dean and the Academic Diversity Officer shall review and approve all position announcements.

B. Recruitment Plan

Prior to posting the position announcement, the DSC and Department Chair shall develop a recruitment plan consistent with all relevant campus policies and submit it for approval by the Dean and the Academic Diversity Officer. The recruitment plan shall allow for sufficient time for advertising the vacancy and shall detail how the position will be disseminated locally, regionally, and nationally with a goal of achieving a diverse pool of high-quality applicants.

C. Screening Criteria

Written screening criteria (see VIII.B. and VIII.C.) for applicants and candidates must be submitted to and approved by the Academic Diversity Officer. These criteria should allow for an objective comparison of applicants and candidates. The screening processes are described in section VIII below.

VII. ROLES

A. Department Chair

Implementation of the search for a new tenure-track faculty member shall be primarily the responsibility of the Department Chair concerned. Search procedures include developing and timely submission of a position announcement and recruitment plan. The Department Chair also ensures, with the support of the Office of the Vice President for HRDI, that equitable employment practices are evident to all (applicants, department faculty, Dean, and Vice President) and, subject to budgetary constraints, that all available recruitment resources appropriate to the discipline are utilized. The Department Chair is responsible for monitoring the recruitment process and keeping it moving in a timely manner. In partnership with the Dean and DSC, the chair ensures compliance with university policies and collaboration and input from department faculty to the DSC. The Department Chair shall collaborate with the DSC on developing diversity and inclusion language for the position announcement. The Department Chair may choose to review all documentation relating to a candidate's application, including the following restricted documents: transcripts, letters of

recommendation, and reference checks. Administrative support staff may be used to assist the Department Chair in the recruitment process.

Following consultation with the DSC, the Department Chair, with the support of the Office of the Vice President for HRDI, is responsible for the appropriate distribution of position announcements and advertisements to media, conferences, doctoral and masters programs relevant to the vacancy, and diverse organizations appropriate to the discipline. The Department Chair is responsible for ensuring that tenured and tenure-track faculty have an opportunity to review candidates' non-confidential application materials, to participate in the search process, and to provide feedback to the DSC and Dean. The Department Chair is responsible for reviewing the applicant pool and making recommendations regarding finalists to the Dean. The Chair should collaborate with the DSC and the Department Faculty in developing the recommendation. It is the responsibility of the Department Chair to inform finalists of the requirements for tenure and promotion.

B. Tenure-Line Faculty

All tenured and tenure-track faculty in the department who are not on the DSC shall be invited to participate in the selection of their future colleagues and may review letters of application, curricula vitae, candidate inclusive excellence statements, writing samples, and other written statements, and shall be given the opportunity to provide input regarding candidates to the DSC before finalists are selected for interviews. All tenured and tenure-track faculty members of Academic Units should undergo training facilitated by Office of the Vice President for HRDI prior to DSC elections. Because recruitment is a personnel process, tenured and tenure-track faculty shall refrain from discussing any confidential information concerning applicants and the search process. Certain documents may be restricted for review only by the Department Chair and DSC (see below).

C. Department Search Committee (DSC)

The DSC shall collaborate with the Department Chair when developing diversity and inclusion language for the position announcement. In addition to the documents available for review by all tenured and tenure-track faculty, the members of the DSC also review the following restricted documents: transcripts, letters of recommendation, and reference checks. The DSC members shall solicit and take into consideration feedback from tenured and tenure-track faculty during the hiring process. The DSC shall establish the evaluation criteria, conduct the screening of applications, and, in conjunction with the Department Chair, make a recommendation on the finalists to the Dean. The DSC is responsible for completing the documentation required as part of the search process. The pre-approved evaluation criteria shall be applied consistently for all candidates, including the relative weighting of each criterion. When required, the candidate inclusive excellence statement shall be weighted in the selection process.

All members of the DSC shall hold all information regarding the search in confidence and shall not discuss the candidates' restricted documents with anyone who is not on the search committee. Members of the DSC may only discuss candidates, their qualifications, and the search process with other members of the department/program and university administrators directly involved in the search. Administrative support staff may be used to assist the DSC in

the recruitment process. The DSC shall maintain strict confidentiality concerning all information received, reviewed, and discussed.

D. Dean

The Dean is responsible for the integrity of the recruitment process and for ensuring that the process is implemented in compliance with the CBA, and campus recruitment policies and procedures. In consultation with the Academic Diversity Officer, the Dean reviews and approves recruitment documents, including the position announcement, recruitment plan, and screening criteria. The Dean may review all documentation relating to a candidate's application, including the following restricted documents: transcripts, letters of recommendation, and reference checks. The Dean authorizes which candidates will be invited for campus interviews. The Dean recommends the appointment of faculty to the appropriate Vice President after considering the recommendation of the DSC and input from the Department Chair. The Dean may authorize that a search be canceled, postponed, or extended.

E. HRDI

HRDI ensures compliance with CSU policy, state and federal laws and that equitable and inclusive practices are addressed in the recruitment process. The campus, particularly HRDI, has an important role in ensuring that the University's strategic priorities related to diversity, equity and inclusion are incorporated into the recruitment process.

VIII. SCREENING OF APPLICANTS

A. Approval of the Applicant Pool

The Academic Diversity Officer and the Dean shall approve the applicant pool prior to the initial screening of applicants by the DSC.

B. Screening of Applicants

Following the approval of the applicant pool, the DSC shall screen all application materials to identify the candidates, i.e., those who meet the minimum qualifications listed in the position announcement and who thus constitute the candidate pool. The screening process shall be developed and articulated in advance to ensure that all screening criteria are based on the position announcement. Screening criteria shall allow for objective comparison of applicants and shall be based on the required qualifications stated in the position announcement. All applicants must be evaluated by the same criteria. The process for selecting and rejecting applicants shall be made clear and sustained with verifiable evidence.

C. Screening of Candidates

The DSC shall review the candidate pool and select semifinalists using the approved screening criteria. Prior to screening for semifinalists, the semifinalist pool must be approved by the Dean and HRDI.

D. Screening of Semifinalists

The DSC may choose to conduct a telephone (or other electronic) or offsite (e.g., at a conference) interview with semifinalists for the purpose of identifying the candidates or finalists whom they intend to invite to campus for an interview. Ideally, all semifinalists will experience the same interview mode. While ideally all members of the DSC should participate in such interviews, a minimum of two members of the DSC shall participate in this activity when interviewing each semifinalist.

In order to gain further insights into a semifinalist's qualifications, and under the direction of the Department Chair and the DSC Chair, DSC members may conduct reference checks with individuals who have been listed by the semifinalist as references. In any conversation conducted with a reference, at least two members of the DSC shall participate.

E. Selection of Finalists

When the DSC has concluded the screening of candidates/semifinalists, it shall, in collaboration with the Department Chair, identify finalists to be invited to campus for interviews. Tenured and tenure-track faculty shall be given the opportunity to provide input to the DSC and Department Chair prior to the recommendations of finalists to the Dean. Prior to the invitation of finalists, the Department Chair and the Chair of the DSC shall submit the names and applicant files of the finalists to the Dean, who shall forward the documents to the Academic Diversity Officer and the appropriate Provost/Vice President.

F. On-Campus Interviews of Finalists

Finalists shall be interviewed by the DSC and will normally be invited to spend a day or more on campus where they will also meet with departmental faculty, the Department Chair, the College Dean and, where possible, with students. Ideally, there will be at least three finalists for each position.

G. Recommendations

After obtaining input from the Department and the finalists' references, the DSC shall meet to prepare their recommendation, which requires a majority vote of the DSC. The DSC will identify the evidence-based strengths and weaknesses of each finalist and determine which are acceptable. Strengths and weaknesses should be based on the finalist's record and observations during the interview(s). After obtaining input on the finalists from the Department tenured and tenure-track faculty, the Department Chair and the Chair of the DSC shall consult with the Dean regarding the DSC's recommendation. The Department may choose to have a non-binding vote on the recommendation of the DSC. The Department Chair and DSC Chair shall share the input with the Dean and may make suggestions to the Dean about the terms of the offer, but any offer will be communicated to the finalist(s) by the Dean. The Dean then recommends on appointment to the Provost/Vice President.

IX. FINAL ACTIONS

Following consultation with the Department Chair as described above, the Dean shall forward the required documents to the Academic Diversity officer in HRDI.

Because the Dean recommends appointment of faculty to the Provost/Vice President, the Dean shall receive authorization from the Provost/Vice President before an appointment offer is made.

The Dean is the individual who negotiates the terms of the offer with the finalist. The appointment offer should be made within one week after the Department has submitted its recommendations and all required documents. The finalist shall be given a specific date to respond to the offer of employment. The Dean shall inform the Department Chair of the response.

In a timely fashion, the Department Chair shall ensure that all applicants are notified concerning the outcome of their application. Notification should be given as soon as possible.

All records and application materials shall be maintained for a minimum of three years in the Dean's Office from the date of the hiring decision. The records and application materials shall be maintained as long as any grievance, complaint, or civil action is pending.

X. APPOINTMENT

A. Tenure-Track Appointment

Under the CBA, tenure-track faculty members are considered probationary faculty until they are awarded tenure or terminated. A probationary faculty member is normally given a two-year appointment, and the normal probationary period is six years.

B. Service Credit

Service credit is time counted toward the normal six-year probationary period. Service credit shall be based on previous full-time service at a post-secondary educational institution or comparable experience. All candidates for hire shall be automatically considered for service credit.

At the time of initial appointment, the President, upon recommendation by the Department Chair, Dean, and Provost/Vice President, may grant up to two years of service credit to a tenure-track faculty member. The Department Chair shall consult with the Department Personnel Committee and the DSC before making this recommendation. The granting of service credit is normally contained in the initial appointment letter but may occur any time up to the start of the appointment. The written granting of such credit shall indicate the amount of service credit and, unless specified, service credit shall be for the period immediately preceding appointment.

C. Appointment with Tenure

The President may award tenure to an individual at the time of appointment. Appointments with tenure shall be awarded only after a recommendation from the appropriate Department Personnel Committee, the Department Chair, the Dean, and the Vice President. If there is disagreement between the DPC, Department Chair, and/or Dean, the Faculty Personnel Committee will provide a recommendation as well.

Source: Diversity & Inclusion and Faculty Affairs Committee

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