Procedures for Recruiting Tenured/Tenure-Track Faculty

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& Human Resources Management

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Spring 2026 Edition

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1 INTRODUCTION

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

2 POLICY DOCUMENTS

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

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

Faculty Handbook – University-wide Guiding Principles of Equity, Diversity, Inclusion, and Belonging at Cal State LA

www.calstatela.edu/academicsenate/handbook/ch6#diversity

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

Faculty Handbook – Policy on Nepotism

www.calstatela.edu/academicsenate/handbook/ch6c#family

Collective Bargaining Agreement between the CFA and CSU – Articles 12.21- 12.28

https://www.calfac.org/contract/

Executive Order 1088 Affirmative Action Plan

https://calstate.policystat.com/policy/6591895/latest

3 PROCESS OVERVIEW AND CHECKLIST

The Search Committee Chair should consult with the Department/Division Chair or School Director and College Dean regarding a timeline for starting and completing the search process and to discuss expectations.

Page numbers refer to the Procedures for Recruiting Tenure-Track Faculty handbook, which contains detailed information regarding each stage listed below. All forms/templates referenced here are available on the Faculty Searches webpage.

Color	Type of Task
	Tasks completed outside CHRS/PageUp
	Tasks completed inside CHRS/PageUp (review CHRS column for personnel completing task)
	Task completed in CSU Learn

	Establishing the Search Committee	CHRS PageUp	Target Date
	Chair/Director should work with the Department/Division/School to initiate the election of the Faculty Search Committee.		
	Elections should be held in alignment with the **Collective Bargaining Agreement,** the **Faculty Handbook,** and **Department ARTP document** for the Rank approved. Refer to attachment (*Establishment of the Search Committees*) for detailed information regarding composition of the search committees.		
	Search Committee elects chair.		
	(Required) Department/Division Chair or School Director should complete the Search Committee questionnaire. This information is needed for FacRecruitment to verify committee eligibility. https://calstatela.co1.qualtrics.com/jfe/form/SV_eVEtUvIaLkcRdiK		
	Mandatory Workshop, Online Module, and CHRS/PageUp Training	**CHRS PageUp**	**Target Date**
	(Required) System-wide Online Training: FacRecruitment will verify that each committee member and the Department/Division Chair or School Director has previously completed the online training. For those needing to take the online module, FacRecruitment will assign the course and will provide instructions to the faculty member. Staff members involved in the search process (e.g., ASC, Dean's Assistants) will also be assigned the online training.		
	(Required) Recruitment Workshop (Zoom): The Department/Division Chair or School Director and elected Search Committee Chair can select from one of the prescheduled Faculty Affairs/Office of Diversity, Equity, Inclusion & Belonging workshops (only chairs are required; attendance by committee members is optional).		
	(Optional) CHRS Recruiting and Travel Reimbursements for On-Campus Visits Workshop: Attendance by Dean's, Dean's Assistants, ASC, Dept/Division Chairs/School Directors, and Search Committee Chairs is highly recommended. If unable to attend this workshop, the FacRecruitment Team will hold weekly CHRS Support office hours via Zoom.		

	Contact your College Resource Manager and ask that they provide the following information to FacRecruitment to set up the CHRS/PageUp **Job Card**: Position Number tied to the rank for the search.		
	Preparing for the Launch Dean Approval | AVP-FA Approval	**CHRS PageUp**	**Target Date**
	The search committee uses current *Position Announcement (PA) Template* found on FA website to draft job posting. (Please don't work off of the previous year's template.)		
	Search Committee completes *Recruitment Plan (RP)*. Identify discipline-specific advertising venues above and beyond centralized advertising provided by the University and identify Minority Serving Institutions (MSI) with relevant programs on the questionnaire. Note: Search committees may work with JobElephant to identify best venues to post PA.		
	Submit PA and RP to Dean for approval.		
	Dean will submit approved PA and RP to FacRecruitment. FacRecruitment may request additional corrections or clarifying information.		
	Department Chair and Dean will need to approve the PA **Job Requisition** once it has been built into CHRS/PageUp by FacRecruitment. On final approval, FacRecruitment will post the PA to campus Cal State LA Employment Opportunities which will automatically post the next day to University-regular postings.	Dean & Dept Chair	
	Recruitment and Outreach (Pages 18 - 19)	**CHRS PageUp**	**Target Date**
	Using the final approved version of the PA, the Search Committee should prepare and work with JobElephant to post additional discipline-based ads in venues identified in the RP.		
	Implement and conduct extensive and effective recruitment strategies. Recruitment and outreach to underrepresented candidates is one of the most important functions of the committee and department. The strength and diversity of the pool should be a primary focus of your recruitment.		
	Screening and Review of Applications (Pages 20 - 21)	**CHRS PageUp**	**Target Date**
	Using the approved PA, prepare *Candidate Evaluation Spreadsheet* to be used for the initial screening of applicants. The spreadsheet should include a column for Narrative, each Minimum and Preferred Qualification, and a column indicating if a Cal State LA Lecturer. FacRecruitment will provide a CHRS/PageUp Application Report before the consideration date, or as needed, listing applicant names in Excel format. This report can be used to prefill the Candidate Evaluation Spreadsheet.		
	The Search Committee Chair will use CHRS/PageUp to download applications. Refer to the Faculty Searches webpage for detailed instructions on downloading application materials. *Note: do not email any candidate materials to other members of the committee; all downloaded candidate material should be saved to a shared search folder and contents kept confidential.*	Comm Chair *(ASC provides back-up support, if needed)*	
	Search Committees will set up a shared search folder in OneDrive, SharePoint, Teams, or Canvas to house applications and all other search documents generated by the search committee. Only search committee members and relevant administrators should be provided access to the search folder. Others with a peripheral role in the search process should be given access to specific subfolders on an as-needed basis.		
	Screening and Review of Applications continued	**CHRS**	**Target**

	(Pages 20 - 21)	PageUp	Date
	Screening Process begins. The committee may begin screening applications prior to the published application deadline; however, no final determination on the status of the applicants shall occur until the application deadline has passed. Any extensions to the full consideration date must be approved by the AVP for Faculty Affairs.		
	At this stage, the Search Committee Chair will move reviewed applications to the following statuses on CHRS/PageUp: • Applicants who do not meet one, or more, of the minimum qualifications should be moved to Search Committee Review **Not Met MQ's** status. These applicants will receive an automated message informing them they are no longer under consideration. • Applicants who meet ALL the minimum qualifications should be moved to Search Committee Review **Met MQ's** status. These applicants remain in the pool and they receive no automated communication as to their status. • All applications received by the full consideration date must be reviewed by all members of the search committee. • Applications received after the full consideration date and after the application review/screening process was completed can remain in **New Application** status until: o The committee requests and receives approval by the AVP of Faculty Affairs to extend review up to the extended consideration date, or o Remains in New Application status until moved to Not Hired-Position Filled or Search Cancelled	Comm Chair *(ASC provides back-up support, if needed)*	
	If the Search Committee determines they have a sufficiently diverse and robust pool at this stage, the Search Committee Chair can request for FacRecruitment to take down the university and discipline-specific job postings managed by JobElephant.		
	Telephone/Zoom Interviews (Page 21) & Reference Checks for Finalists (Page 23-24)	**CHRS PageUp**	**Target Date**
	Application review completed (Candidate Evaluation Spreadsheet completed). Semi-Finalists advancing to Telephone/Zoom Interviews identified.		
	On CHRS/PageUp, identify and move selected candidates to **First Round or Semi-Finalist Interviews (Phone/Zoom)** status. No automated email communications are available at this time.	Comm Chair	
	Telephone/Zoom interviews for semi-finalists completed (including required questions).		
	Identify recommended Finalists (and alternates, if applicable).		
	After determining your Finalists and alternates following the Telephone/Zoom interviews, complete two (2) reference checks for each proposed finalist and alternates using the *Telephone Reference Check Form Template* and verify degree completion dates for ABD finalists. *Note: The College Dean will conduct a Reference Check with the current employer for the finalist **prior** to the verbal job offer.*		
	On-Campus (In-Person or Zoom) Interviews (Pages 25 - 27) Dean Approval | AVP-FA Approval	**CHRS PageUp**	**Target Date**
	Complete *On-Campus Interview Packet* (which includes the following attachments):		

	Candidate Evaluation Spreadsheet, Recruitment Summary, Fully Completed Reference Check Forms, Interview Questions, and ABD Status (Anticipated Degree Completion) Verification Emails. Forward to Dean in a single PDF for approval. Please do not route to AVP-Faculty Affairs or FacRecruitment via AdobeSign		
	Dean reviews packet, approves, and forwards On-Campus Interview Packet to FacRecruitment for approval. Please do not route to AVP-Faculty Affairs or FacRecruitment via AdobeSign		
	Upon approval by Faculty Affairs, invite finalists to campus for (In-Person or Zoom) interviews and create candidate itineraries. Request final **official transcripts** or a US equivalency certification for earned/awarded/conferred foreign terminal degrees.		
	On CHRS/PageUp, move applicants to **On-Campus/Finalist Interview Accepted** status if they accept the invitation. No automated email communications are available at this time.	Comm Chair	
	Complete campus (In-Person or Zoom) visits and interviews.		
	If the Search Committee determines they have a sufficiently diverse and robust pool at this stage, the Search Committee Chair should request FacRecruitment to take down the university and discipline-specific job postings managed by JobElephant.		
	The Recruitment Analysis Report (Page 29)	**CHRS PageUp**	**Target Date**
	Use the *Recruitment Analysis Report (RAR)* to contrast each of the final candidates who received an on-campus interview with one another, so that it is clear why the candidate(s) recommended is (are) the best qualified for the position. An applicant's ability to meet the approved minimum and preferred qualifications and their responses to interview questions must be the basis for the recommendation. Please include the strengths and weaknesses for each finalist, including finalists not recommended to the Dean.		
	Complete and submit the *Recruitment Analysis Report (RAR)* with attachments (official transcripts for candidates recommended to Dean and a copy of the PA) in a single PDF to the Department Chair and Dean for consideration and approval.		
	Remember to submit an updated Candidate Evaluation Spreadsheet if candidate(s) have withdrawn their application from consideration or if additional candidates were reviewed.		
	Search Committee Chairs must return to CHRS/PageUp to move any other applicants subsequently reviewed to the correct status (Met MQ's, Not Met MQ's, First Round Semi-Finalist, On-Campus Finalist).	Comm Chair	
	The Dean approves the *Recruitment Analysis Report (RAR)* or returns RAR to the Search Committee for further consideration.		
	The section below is primarily for the College Dean's reference **Making the Hire (Pages)** Dean Approval | AVP-FA Approval | Provost Approval	**CHRS PageUp**	**Target Date**
	Once approved, the **RAR** is submitted by Dean to FacRecruitment as a single PDF with the Hiring Request Memo on page 1. Offer terms are discussed with AVP for Faculty Affairs.		
	AVP for Faculty Affairs obtains approval from Provost for Dean to make an offer and complete the hire.		
	Dean completes final reference check(s) for top finalist with current employer. If the reference check is satisfactory, Dean completes the verbal offer and preparation of the appointment letter.		

	Note: Dean should inform the top finalist that an online offer, including a copy of the appointment letter, will be made through CHRS/PageUp.		
	Dean's Assistant, or Dean, will draft and upload the appointment letter and initiate the Offer Card in CHRS/PageUp. The following updates will be made (as applicable): 1) Verbal Offer Accepted (*requires that you record the date the verbal offer was made and the date the verbal offer was accepted*) 2) Verbal Offer Declined (*requires that you select the most appropriate reason from a list*) 3) After approvals are in place, Dean's Assistant or Dean, will go back to the Offer Card and download the final, approved version of the Appointment Letter. 4) Final, approved version of the Appointment Letter is routed to the candidate (add FacRecruitment to receive a completed copy) This process is to be repeated if there are multiple hires for one position and/or if the online offer is declined and alternate candidate(s) are offered the position.	Dean and/or Dean's Assistant	
	Dean's Office oversees the completion of the hiring process, including forwarding the signed Appointment Letter, completed *Employee Transaction Form (ETF)*, and Dean's Reference Check to Faculty Affairs. Follow appropriate AdobeSign routing order processes currently in place.		
	Concluding the Search – Final Housekeeping Items (Page 30)	**CHRS PageUp**	**Target Date**
	The Dean's Assistant should work with each Search Committee Chair on securing all search-related documents.		
	Search Committee Chair should request FacRecruitment to take down the job posting (if not already done).		
	FacRecruitment, in consultation with Dean, will move all remaining candidates in New Application and/or Met MQ's status to **Not Hired-Position Filled.** If the search resulted in No Hire, Dean submits the Report on Cancelled Search form and the remaining candidates in New Application or Met MQ's status will be moved to **Search Cancelled** by FacRecruitment.	Fac Recruit-ment	
	Welcoming the New Faculty (Page 30)	**CHRS PageUp**	**Target Date**
	New Faculty will be given access to an onboarding portal with a list of important tasks. The onboarding portal is launched as part of the Offer Card process. Design an appropriate welcome for the new faculty member. **Department/Division Chairs or School Directors** should consult with Dean before sending out a public announcement regarding a new faculty hire.		

All questions regarding search procedures must be directed to FacRecruitment at FacRecruitment@calstatela.edu.

4 ESTABLISHING THE SEARCH COMMITTEE

Policy documents: Article 12 of the Collective Bargaining Agreement and Faculty Handbook (Appointments and Personnel Committees/Appointment Committees)

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

1. The search committee shall normally consist of three or more tenured faculty members elected by the department/division/school according to department ARTP policies. At the discretion of the President and upon request of the department/division/school, search committees may also include probationary faculty under the following conditions:
    a. Only one probationary faculty may serve on a search committee (as long as it is a search for an assistant-level faculty).
    b. The probationary faculty must have completed two years of service to participate as a member of the search committee.
    c. The probationary faculty must be making satisfactory progress in RTP reviews.
    d. Probationary faculty must be approved by Faculty Affairs (by delegated authority).
2. If the President (or designee) has authorized recruitment of a tenured faculty member, the search committee shall be limited to tenured faculty members at a rank equivalent to or higher than the rank at which the faculty member will be appointed.
3. Faculty participating in the Faculty Early Retirement Program (FERP) may serve on search committees when the committee's work would normally be completed during the period of FERP employment. However, search committees may not be comprised solely of FERP faculty.
4. Faculty on leave for a semester or more may not serve on a search committee; however, special approval may be obtained from the Dean if there are extraordinary circumstances that make the faculty member's attendance highly desirable.
5. If necessary, the department/division/school may elect tenured faculty in a related discipline from another department/division/school.
6. The Search Committee Chair should be elected from and by its membership.

Please note that committees elected for another purpose may not become search committees by default. Search committees must be elected solely for the purpose of recruiting tenured/tenure-track faculty.

5 MANDATORY WORKSHOPS, ONLINE TRAINING MODULES, AND CHRS/PAGEUP

Mandatory Recruitment Workshop: Prior to beginning the recruitment process, the Department/Division Chair and Search Committee Chair are required to attend a mandatory workshop with the AVP for Faculty Affairs and AVP for Diversity, Equity, Inclusion and Belonging. Other committee members may also choose to participate.

CSU Learn Module: Every member of the search committee is also required to complete the online CSU systemwide anti-bias training modules. For the systemwide training modules, completion is required every two years. A list is maintained by Faculty Affairs. Faculty Affairs will verify previous completion dates and assign the training modules as needed.

Staff members involved in search-related processes (e.g., ASC, Dean's Assistants) will also be assigned the online training.

Completing the workshops and training modules are the first steps in the process and must be completed prior to receiving approval to post the position announcement.

CHRS Recruiting/PageUp: Common Human Resources System (CHRS) is a term you will hear quite frequently and refers to a set of CSU system-wide technology initiatives focused on HR effectiveness. PageUp is the new recruiting platform that falls under this initiative and makes it easier for Cal State LA to attract, hire, and onboard talented faculty. Our Faculty Affairs and HRM teams are currently hard at work ensuring that everything in PageUp works together as a cohesive system and meets the unique needs of our campus processes. As with any new platform, we continue to provide additional training, online tutorials, and Zoom office hours to assist with navigating CHRS/PageUp.

Optional CHRS Recruiting and Travel Reimbursements for On-Campus Interview Visits Workshop: The first half of this workshop focuses on the various tasks to be completed within CHRS/PageUp. The second half is for searches with on-campus interview visits and focuses on the travel reimbursement process and features a presentation and Q&A with the Service Center. Attendance by Dean's, Dean's Assistants, ASC, Dept/Division Chairs/School Directors, and Search Committee Chairs is highly recommended.

In addition, the FacRecruitment Team will hold weekly CHRS/PageUp Support office hours via Zoom.

6 SEARCH COMMITTEE ROLES AND RESPONSIBILITIES

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

1. All members of the committee must read the Procedures for Recruiting Tenure-Track Faculty and policy documents listed on Page 1 prior to commencing search activities.
2. Maintaining **strict confidentiality** in all matters pertaining to applications, reference checks, selection, and nomination.
3. Developing the position announcement, recruitment strategies and discipline-specific advertisements (if applicable). Search committees may work with JobElephant to identify best venues to post the position announcement.
4. Actively participate by conducting active recruitment and outreach to generate a diverse and robust pool of qualified applicants.
5. Candidate Review
    a. Reading each application.
    b. Participating actively in all committee meetings.
    c. Evaluating ALL applicants based on identified qualifications and recording consensus results using the Candidate Evaluation Spreadsheet.
    d. Participating in semi-finalist interviews and telephone reference checks.
6. Participating actively in the interview process.
7. Assisting with completing paperwork, scheduling, and hosting candidates.

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7 DISCUSSING UNCONSCIOUS BIAS

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

Committees should:

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

8 SEARCH COMMITTEE CHAIR RESPONSIBILITIES

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

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

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

9 THE POSITION ANNOUNCEMENT

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

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

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

CONSIDERING MINIMUM QUALIFICATIONS (INCLUDING DEGREE REQUIREMENTS)

Qualifications should allow for a broad pool of applicants that would be successful in the position. Write the qualifications in a way that allows the search committee to assess candidate competencies during the review process, minimizing subjective factors to avoid the potential for bias.

Identify additional qualifications using care to ensure they are position-related, essential, non-restrictive, and not prejudicial to legally protected classes. Avoid making the mistake of creating a list of narrow qualifications for which there are only a handful of people. You can emphasize the needs of the department while including qualifications that are more general. This thoughtful approach will enhance the recruitment process and potentially increase the number of qualified applicants.

In addition, it is important to know the potential pool from which you will be recruiting. If there are only a limited number of people who meet your qualifications, you should rethink whether you are going to be successful in recruiting for this position. It is very important that the minimum qualifications are measurable, and you should consider, in advance, how these qualifications will be evaluated during the screening process.

DEGREE REQUIREMENTS (NORMALLY THE TERMINAL DEGREE IN THE FIELD OR DISCIPLINE)

The committee must consider very carefully the type of degree that will be required and whether it might be wise to broaden the scope of what is acceptable. **We advise you review your departmental ARTP document to confirm the terminal degree aligns with department/division/school RTP criteria.** If the vacancy announcement requires a

"Ph.D. in Forestry," all qualified candidates must have a Ph.D. in Forestry at the time of application to be interviewed and hired. To broadenthe candidate pool and in order to be inclusive of the range of degree titles that might be qualified for the position, please include "or other closely related field/discipline." For example, a "Ph.D. in Forestry or other closely-related disciplines."

ALL BUT DISSERTATION (ABD) EXCEPTIONS

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

Only candidates who meet the verified degree requirements will be considered qualified and approved for an on-campus/finalist interview.

Required language for the Position Announcement:

Option 1: Required Terminal Degree for all qualified applicants

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

Option 2*: Required Terminal Degree by date of appointment

An earned doctorate (Ph.D.) in <discipline or field> [or other closely-related disciplines] from an accredited institution (or equivalent) is required; however, applicants nearing completion of the doctorate (ABD) may be considered. For appointment, the doctorate must be completed by the date of appointment (8/20/2020). (NOTE: If the Option 2 language is not used, the doctorate is required at the time of application.)

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

PREFERRED QUALIFICATIONS

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

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

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

DUTIES

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

COLLEGE AND DEPARTMENT/DIVISION/SCHOOL

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

REQUIRED AND SUGGESTED DOCUMENTATION

In addition to the online application, applicants will need to upload the following required materials in the CHRS Recruiting/PageUp system:

1. Cover letter specifically addressing all minimum and preferred qualifications for the position. **(Required)**
2. A narrative statement describing commitment to working effectively with faculty, staff, and students in a multicultural/multiethnic urban campus environment with a substantial population of students who are first-generation of their family to attend a college or university. **(Required)**
3. Curriculum Vitae. **(Required)**
4. A list of three professional references. **(Required, but references do not need to be uploaded as a separate document. These are collected as part of the online application)**

Suggested additional required documentation might include:

A statement of teaching philosophy that demonstrates …. (align with a minimum or preferred qualification). **(Optional)**

Samples of scholarly or creative work (if they will help to evaluate the qualifications of the applicant and will be reviewed by all committee members.) **(Optional)**

For Finalists:

1. Official transcripts. **(Required).** You must request for official transcripts to be sent directly from the granting institution when scheduling the on-campus interviews.

A United States (US) Equivalency certification is required for earned/awarded/conferred foreign terminal degrees. The US Equivalency certification is used to validate foreign studies by an academic credential evaluation agency and is evaluated on foreign studies and deemed to be equivalent to degrees from the United States. The certification must translate the information in English, and confirm that the candidate's highest terminal degree is US Equivalent to a US terminal degree (i.e., Master's, Doctorate's, Doctor of Philosophy).

Note on Required or Suggested Documentation: All application documents should be relevant and intended to provide evidence the candidate has met a minimum or preferred qualification. Members of the search committee will thoroughly review all documents collected as part of the application. Committees should refrain from soliciting materials which will not inform the committee's decision-making process.

APPLICATION DEADLINES, ANTICIPATED SALARY RANGE, AND POSTING REQUIREMENTS

Be sure to list the contact information for the search committee chair in case applicants have questions.

All position announcements must be posted for a minimum of 30 days.

Any extension to the application deadline must be approved by the Dean and Faculty Affairs.

Position announcements must now include, per Senate Bill 1162, the salary range the employer reasonably expects to pay for a position. This information will be populated by FacRecruitment prior to posting.

CHRS/PAGEUP RECRUITING: APPROVING THE PA JOB REQUISITION (AKA, JOB CARD)

To post the position and to create the online application hub, a Job Card must be created within CHRS/PageUp Recruiting. The Job Card will be initiated by the FacRecruitment team once the PA draft has been finalized and approved by the AVP for Faculty Affairs.

The Job Card will require approval by the Department/Division Chair or School Director and College Dean.

Here are the instructions for approving:

1. Open email message from @Job or PD approval with subject title 'Job Requisition' approval.
2. Click on the 'view requisition' link contained within the message. Approver will be directed to the CHRS/PageUp platform to review the requisition and approve. CHRS uses each user's Cal State LA credentials to login. The user must select the

correct campus in order to login successfully. Login errors should be reported to FacRecruitment.

3. Once the page loads, the approver will see the position requisition information. Approvers will need to scroll to the bottom of the page and click the ‘approve’ button. At this time, we ask that approvers only approve the requisition; no edits should be made to the various requisition form fields. If there are any questions about the information entered on the job card, the approver should exit out and contact FacRecruitment. Approvers can view the position announcement and recruitment plan by selecting ‘Documents’ from the menu underneath the position name.

10 RECRUITMENT AND OUTREACH

Successful and active recruiting is the primary criterion for the approval of all requests to advance a search to the on-campus interview phase of the search. By engaging in inclusive recruitment and proactive outreach, the committee is making a good-faith effort to reach a broad and diverse applicant pool. The committee must complete the required Recruitment Plan at the beginning of the search process for approval along with the Position Announcement. Both should be submitted to the Dean for approval, followed by Faculty Affairs approval as outlined on the Faculty Search Process Overview and Checklist on page 5. Recruitment Plans will also be shared with the AVP for Diversity, Equity, Inclusion, and Belonging (DEIB). If there are any additional suggestions from DEIB, the FacRecruitment team will pass them along to the search committee.

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

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

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

1. Please provide a detailed narrative of multiple recruiting strategies the committee used to ensure that the position announcement was brought to the attention of diverse candidates. Committees will provide a detailed log of actions that provide evidence of implementing the strategies listed on the Recruitment Plan.
2. Please provide a list of any additional advertising you pursued beyond the standard and centralized advertising provided by the University (position announcements are posted on your behalf online at *HigherEdJobs*, *Cal Jobs*, and *CSU Careers*), including those with a focus on reaching out to underrepresented candidates.
3. Please describe how you have kept applicants informed regarding the process of the search (emails, calls, letters, etc.).

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

   https://lsc-pagepro.mydigitalpublication.com/publication/?i=723716

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

ADDITIONAL REMINDERS ABOUT RECRUITING CANDIDATES

Four basic rules of recruiting:

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

ADVERTISING

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

For additional advertisements beyond the centralized advertising provided by the University, discipline-specific advertisements may not contain alterations or abbreviations of the minimum and preferred qualifications—and should contain a link to the official and complete posting. The University will post your position on: *HigherEdJobs*, *Cal Jobs*, and *CSU Careers.*

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

Search committees may also work with JobElephant to identify best venues to post the position announcement.

11 SCREENING AND REVIEW OF APPLICATIONS

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

CHRS Recruiting/PageUp: Search committee chairs will be able to view and download applications directly from PageUp. Search committee chairs should refer to the Faculty Search Process Overview and Checklist starting on page 5 for required tasks – at different points of the search process – to be completed inside CHRS/PageUp Recruiting.

Confidentiality: Search committee members are responsible for maintaining strict confidentiality in all matters pertaining to applications, reference checks, selection, and the recommendation. *Note: Please do not email any candidate materials to other members of the committee; all downloaded material from PageUp should be saved to a shared search folder and contents kept confidential.*

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

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

Clear communication with candidates has an impact on recruitment success. The PageUp integration will allow for some communications to be 'triggered' automatically when a candidate is moved to a specific status (for example, notifying candidates who do not meet the minimum qualifications that they are no longer under consideration). During the initial rollout, however, committees will continue communicating directly with a majority of candidates.

Candidates, especially the top ones being recruited by other universities, usually understand that commitments cannot be made "early" and that the process takes time. Best practices for general communications (email or telephone preferred) include:

1. Keeping candidates on the "short list" informed about their continued viability.
2. Making telephone calls and sending emails to the top candidates to let them know they have advanced is a good practice. Candidates appreciate timely communication, and it is essential for the ultimate success of the search.
3. We recommend against telling qualified applicants that they have been rejected until after the search has closed; however, keep them informed about the on-going status of the search.
4. You should collaborate with your department coordinator, if applicable, to assist communicating with candidates.

CANDIDATE REVIEW

1. **Application Review.** The search committee, Department Chair, and designated administrators may review and evaluate applications. Search Committee Chairs will have the ability to view and download applications directly from CHRS/PageUp and will then need to complete the screening process outside of the platform. *The committee will need to develop a procedure to demonstrate that **all** committee members have accessed and reviewed each individual application.*

2. **Candidate Evaluation Spreadsheet** (sample Candidate Evaluation Spreadsheet template available on the Faculty Affairs website). FacRecruitment will provide a CHRS/PageUp Application Report before the consideration date, or on as-needed basis, listing applicant names in Excel format. This report can be used to prefill the Candidate Evaluation Spreadsheet.

   The search committee chair must develop the Candidate Evaluation Spreadsheet to assist with **evaluating** each application. No additional qualifications may be added once a position announcement is approved and advertised. It is also important for search committees toreview all uploaded material and verify that applications are complete. PageUp is unable to validate the *content* of uploaded material. For example, a file uploaded as a Curriculum Vitae could be a blank document; but PageUp will accept the file upload and allow the candidate to submit their application.

3. **Shared Search Folder.** Search committees will set up a private, shared search folder in OneDrive, SharePoint, Teams, or Canvas to house downloaded applications and all other search documents generated by the search committee. Only search committees and relevant administrators should be provided access to the search folder. Others with a peripheral role in the search process should be given access to specific subfolders on an as-needed basis.

4. **Confidentiality.** Maintain strict confidentiality. Violations of confidentiality are considered unprofessional conduct and may be grounds for disciplinary action.

5. **Document.** Record the actions taken on each candidate.

6. **Shortlist Telephone (or Zoom) Interviews.** Once the committee narrows the pool of candidates down to those who best match the qualifications, semi-finalist/Zoom interviews should be conducted. *(NOTE: Committees who choose to conduct live informal interviews at conferences in lieu of telephone interviews must have prior approval of the AVP for Faculty Affairs. This practice must be clearly stated in the position announcement and arrangements must be made for candidates who are unable to attend a live interview at an off-campus event. The inability to attend an informal live interview cannot be used as a reason to eliminate an applicant.)*

CHRS/PAGEUP RECRUITING: MOVING APPLICATIONS TO MET MQ's OR NOT MET MQ's

At this stage, the search committee chair will move reviewed applications to the following statuses on CHRS/PageUp:

- Applicants who do not meet one, or more, of the minimum qualifications should be moved to Search Committee Review **Not Met MQ's** status. These applicants will receive an automated message informing them they are no longer under consideration.

  Important Notice: The Collective Bargaining Agreement (CBA) stipulates that when campus search committees find a temporary faculty unit employee who has applied for a tenure track position on their campus to be qualified, that employee should be interviewed. Campus practice will be to include all Cal State LA lecturers who meet minimum qualifications for the position to be interviewed as a semi-finalist. To avoid policy violations, search committee members must adhere to the use of the minimum qualifications posted on the position announcement.

  Note: Upon review by FacRecruitment, the search committee may be asked to confirm that they were consistent in applying the minimum qualifications across all candidates (e.g., that there were no other applicants with the same record that were noted as meeting <a particular qualification or qualifications> and afforded an interview). Consistency in applying the qualifications is of utmost importance.

  Search committees should consult with the AVP for Faculty Affairs – prior to moving candidates to Not Met MQ's – if there are unresolved questions or concerns.

- Applicants who meet ALL the minimum qualifications should be moved to Search Committee Review **Met MQ's** status. These applicants remain in the pool and they receive no automated communication as to their status.

- All applications received by the full consideration date must be reviewed by all members of the search committee.

- Applications received after the full consideration date and after the application review/screening process was completed can remain in **New Application** status until:

  - the committee requests and receives approval by the AVP of Faculty Affairs to extend review up to the extended consideration date, or

  - moved to Not Hired-Position Filled or Search Cancelled status

If the Search Committee determines they have a sufficiently diverse and robust pool at this stage, the search committee chair can request for FacRecruitment to take down the university and discipline-specific job postings managed by JobElephant.

THE SHORT LIST AND TELEPHONE/ZOOM INTERVIEWS

Before creating the short list and scheduling telephone/Zoom interviews, the Candidate Evaluation Spreadsheet for all applicants must be completed and only candidates with

completed applications who meet the minimum qualifications may be moved forward in the process.

- Search committees are required to effectively assess each candidate who reaches the phone interview and on-campus interview stages regarding his/her ability to work effectively with faculty, staff, and students from diverse backgrounds.

- In addition to other job-related questions based on the advertised requirements for the position, you should utilize these sample questions (with reasonable modifications if you so desire) regarding the candidate's ability to work in a diverse environment:

    1. *What is your experience teaching a diverse student body, and how would your teaching philosophy help our students succeed in your classroom?*

    2. *What equity-based practices have informed your teaching or research practices?*

CHRS/PAGEUP RECRUITING: MOVING SELECTED CANDIDATES TO FIRST ROUND OR SEMI-FINALIST INTERVIEWS (PHONE/ZOOM)

Search committee chair will need to select and move shortlisted candidates to First Round or Semi-Finalist Interviews (Phone/Zoom) status on CHRS/PageUp.

No automated email communications are available currently. All communications with first round or semi-finalists must take place outside of CHRS/PageUp.

12 REFERENCE CHECKS

1. Following the completion of telephone/Zoom interviews, two reference checks for proposed finalists must be conducted using a common set of core questions developed by the search committee. A reference check form must be completed for each reference check and attached to the On-Campus Interview Packet (OCI).

2. Reference checks must be conducted by telephone. Email contact may be the best way to set up a time for a phone conversation; however, performing the reference check by email is not permitted. A Reference Check Form Template may be found on the Faculty Affairs website.

3. It is required that the reference checks follow a script to ensure consistency.

4. A third reference check to the current employer completed by the Dean will be required upon selection of the top candidate. No offer of employment shall be extended until the candidate gives consent to contact the current or most recent employer (if not employed) and the current or most recent employer has been contacted and reference check completed. Current employers should only be contacted by the Dean.

5. In some cases, committees may find it necessary to verify important information that was not clearly provided by one of the listed references. Committees may contact individuals who are not on reference lists (also referred to as "off-list") for this purpose. It is recommended, as a courtesy, to inform candidates when references beyond those provided by the candidate will be called. (Reminder: current employers should only be contacted by the Dean.)

6. The search committee may conduct more than the two recommended telephone reference checks, if needed.

7. Information gathered from candidate reference checks is to be summarized and is confidential in nature. **Do not document information that unnecessarily identifies any protected status.**

8. When you ask for a reference, the person you are calling is assisting you with the search process. Telephone reference checks should be professional, courteous, and align with university policy. Please follow the reference check template for your search consistently.

Before closing the conversation, be certain you know the opinion of the person you have called.

INQUIRIES ABOUT OR TO CANDIDATES

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

(or religious creed), sexual orientation, sex stereotype, and veteran or military status. You are also prohibited from asking for their current salary information.

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

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

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

- Do you need a visa to work in the United States?
- What are the ages of your children?
- Who will baby-sit your children?
- Are you expecting?
- How does your spouse/partner feel about you moving/working?
- Were you born in this country? When did you come to the United States?
- Were you in the military? Did you retire or were you discharged?
- Are you active in any political organizations, campaigns, or political parties?
- Are you sure you're ready to be a college teacher? You look very young.
- Are you sure you have the stamina required for this position?
- Have you ever been arrested? Have you ever been in trouble with the law?
- Do you have any disabilities?

VERIFICATION OF DEGREES AND ABD STATUS

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

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

13 THE FINALIST ON-CAMPUS OR VIRTUAL INTERVIEW

Before recommending candidates for an on-campus interview, complete the items listed on the On-Campus Interview Packet (OCI). On-campus interviews of final candidates for tenure track positions must be approved in advance by the Dean, followed by FacRecruitment. The Committee Chair, Department Chair and Dean are responsible for ensuring the On-Campus Interview Form is complete and all required materials are attached. If you are inviting ABD candidates, you must attach the necessary documentation (e.g., verification email) from the Dissertation Committee Chair confirming the **degree** will be completed by the appointment start date. Incomplete files will be returned to the committee. FacRecruitment will notify the search committee chair, Department Chair, and Dean when the approval process has been completed. Only at that time (and not before) may the department invite approved candidates to campus. This is also an excellent time to request official transcripts and other additional materials (if required from finalists).

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

On-campus interview notes and suggestions:

- A candidate's CV may be shared with others whose opinions are sought and will be meeting the candidate during the campus visit. Be careful to redact personal information such as home address or phone number.
- The search committee should collaboratively develop a ratings sheet for use in interviews. The items on the ratings sheet should only reflect the qualifications specified in the position announcement.
- During the invitation stage, ask whether the candidate requires any accommodations as part of the interview or if candidates 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.
- The University is obliged to make reasonable accommodations during the interview process. Contact FacRecruitment before denying any accommodation requests, or if you have any questions or concerns.
- Provide candidates with local maps and information or brochures about the department, school/college, and the University community.
- Please do not refer candidates to privately selected vendors such as real estate agents, as we are unable to endorse individual agents or businesses.
- Provide clear written procedures for the reimbursement of travel expenses.
- Please report any inappropriate behavior or comments made in the presence of a candidate by any member of the University community to the AVP for Faculty Affairs immediately.

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

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

PROVIDING A POSITIVE AND EFFECTIVE INTERVIEW EXPERIENCE

All applicants should have an equivalent experience at each point in the recruiting process, including internal candidates. For example, once the semi-finalist list is created, all applicants on the list are treated equally until the list is shortened again. Once the list is shortened— usually down to three to five candidates who will be finalists, those individuals must each be given similar opportunities to interact and present themselves to the committee and campus, both personally and professionally.

Such things as in-person versus virtual interviews, the length of the experience or campus visit; opportunities with administrators, students, and faculty, and participation in social gatherings, should be equal and similar in nature. If a candidate is local, you should offer the same experience as non-local candidates; however, some local candidates may choose to decline some of the non-essential elements of the itinerary (e.g., hotel accommodations, campus tour).

Candidates are more likely to respond positively when the University has demonstrated concern for both their professional interests and personal needs, including appropriate breaks and meals.

Interviews should be scheduled in a pleasant, comfortable, and professional setting.

The interview should provide the candidate with an opportunity to learn about the institution, department, research expectations, and other concerns.

FORMAL INTERVIEW WITH SEARCH COMMITTEE

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

The following are components of a good interview technique:

- Create an "opening" to establish "common ground" by discussing a common experience or interest. Put the candidate at ease.
- Develop a set of core questions related to the stated position requirements.
    - Assess the candidates' match with the stated position qualifications.
    - Probe the candidates' technical and professional preparation.
    - Identify skills deemed essential to success as an effective teacher.
- Utilize these sample questions (with reasonable modifications if you wish) regarding the candidate's ability to work in a diverse multicultural/multiethnic environment:

    1. *How might you contribute to the University's mission to create and sustain diverse perspectives and an inclusive environment?*

    2. *Describe your past experiences working with students, staff, and faculty in a multicultural/multiethnic environment?*

- 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 their employment history. The question need not be asked of every candidate but does need to be asked of every candidate who has a similar employment history.
- It is good practice to end the interview by asking the candidate if they would like to ask any questions.

CHRS/PAGEUP RECRUITING: MOVING SELECTED CANDIDATES TO ON-CAMPUS/FINALIST INTERVIEW

The search committee chair will need to select and move candidates who advance to the final interview stage to On-Campus/Finalist Interview status on CHRS/PageUp **if they accept the invitation**. No automated email communications are available at this time. All communications with finalists must take place outside of CHRS/PageUp.

If not previously requested and if the search committee determines they have a sufficiently diverse and robust pool at this stage, the search committee chair can request for FacRecruitment to take down the university and discipline-specific job postings managed by JobElephant.

14 WORK AUTHORIZATION AND VISAS

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

The University will work with a candidate to facilitate the process for obtaining the appropriate visa once they have been appointed; however, the responsibility for obtaining authorization to work belongs to the candidate.

15 THE RECRUITMENT ANALYSIS REPORT

The recommendation process begins after all campus visits have been completed and the search committee has identified the leading candidates. The committee reviews information gathered about each final candidate and makes a recommendation of candidates to the Dean using the Recruitment Analysis Report (RAR). Use the RAR to contrast each of the final candidates who received an on-campus interview with one another, so that it is clear why the candidate(s) recommended is (are) the best qualified for the position. An applicant's ability to meet the approved minimum and preferred qualifications and their responses to interview questions must be the basis for the recommendation. Please include the strengths and weaknesses for each finalist, including finalists not recommended to the Dean.

If the recommendation is not accepted by the dean, the search committee will be informed and given the reasons for such action.

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

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

The offer letter must be routed through the Offer Card process and approved by Faculty Affairs before the final version can be shared with the top finalist. Upon approval, the Dean will email the offer letter to the top candidate.

Following acceptance by the candidate, the Dean will forward the signed appointment letter, Employee Transaction Form (ETF), and Dean's reference check summary to Faculty Affairs in a timely manner for review. Faculty Affairs will forward the approved hire documents to Human Resources Management for processing.

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

CHRS/PAGEUP RECRUITING: MOVING ADDITIONAL REVIEWED CANDIDATES TO THE CORRECT STATUS

If the search committee reviewed late applications, those applicants must be subsequently moved to the correct status (Met MQ's, Not Met MQ's, First Round/Semi-Finalist (Phone/Zoom), or On-Campus Finalist).

16 CONCLUDING THE SEARCH

REMOVING THE POSITION ANNOUNCEMENT

The search committee chair should request for FacRecruitment to take down the job postings (if not already done).

FINAL CHRS/PAGEUP TASKS

FacRecruitment, in consultation with Dean, will move all remaining candidates in New Application and/or Met MQ's status to **Not Hired-Position Filled**.

If the search resulted in No Hire, the remaining candidates in New Application or Met MQ's status will be moved to **Search Cancelled** status by FacRecruitment. The Dean may be asked to complete a form (Report on Cancelled Search) to provide necessary information to FacRecruitment on completing this step.

PREPARING SEARCH RECORDS FOR STORAGE

Dean's assistants should work with each search committee chair on securing all search-related documents.

All application and search materials stored outside of CHRS/PageUp should be organized and labeled to identify the specific search. The search records are to remain confidential and must be maintained by the Dean's Office for five (5) years after the search closes. Storage may be electronic.

17 WELCOMING NEW FACULTY

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

Thank you for your service!