September 6, 2005

To: Deans, Associate Deans of Personnel, Department Chairs

FROM: Kathleen C. Cohn, Associate Vice President for Academic Personnel

SUBJECT: 2005-06 TENURE-TRACK SEARCH PROTOCOLS

Attached are samples of a College Tenure-Track Search Protocol, Recruitment and Advertising Plan, and the Screening and Selection Process. The recruitment process has not changed significantly from last years’ process. One improved procedure is the electronic request of the Confidential Data Sheet from applicants from the Office of Equity and Diversity. Applicants will only be able to respond to this request via their e-mail. Thanks to OED for making this a more streamlined process.

The Provost called for requests for tenure-track searches from the Deans during the latter half of the spring semester. Following a review of faculty utilization by the deans and the Provost, the Provost approved tenure-track searches to be conducted by providing a detailed memorandum to each dean. At present, we are conducting 72 searches with a possibility of appointing 79 faculty.

Perrin Reid, Director of Equity and Diversity, will again this year select a limited number of searches that she will be more closely involved with and the departments selected and the deans will be notified. Her review process is outlined in the enclosed Search Protocol.

Please contact me with questions or clarifications you may have at 58263. Specific questions regarding the recruitment process may be directed to the following individuals:

Search Protocol: Irene Wood (58263) and Robin Moore (52333)
Position Descriptions: Robin Moore (52333)
Academic Personnel Web Site Postings: Maryan St. Claire (52267)
Recruitment and Advertising Plan: Perrin Reid (57030) and JoAnn Harris (58256)
Screening and Selection Process: Irene Wood and Robin Moore

KCC:iw

Enclosures

xc: Provost Reichard
   Director of Equity and Diversity Reid
Step 1: Position Approval
Consistent with department procedures, the department develops a position description specific to the requirements of the position. The position description includes, for example, effective date, minimum qualifications, preferred qualifications, duties/responsibilities, required applicant documentation, date when applications will be reviewed and contact information. The position description and accompanying justification for the position are then submitted to the Dean.

The Dean requests approval of the position(s) from the Provost with the signed position description(s). A review of the College affirmative action goals/action plan in relation to the requested position is conducted at this time by the Dean or designee.

The Provost forwards approval memo to Dean of authorized positions.

Step 2: Search Committee
Concurrent with review and approval of the position description by the Associate Vice President, Academic Personnel, and a departmental search committee is established, consistent with department procedures and within the requirement that tenured and tenure-track faculty members are elected to serve on search committees. In addition:

- FERP faculty may be elected to serve if they are employed both fall and spring semesters. One semester FERP Faculty cannot serve, unless the search process is completed in the semester of service. FERP faculty cannot volunteer to serve. FERP faculty are eligible to vote to elect the search committee during their teaching semester.
- Pre-Retirement Faculty are eligible to serve if they teach both semesters.
- Faculty on sabbatical or difference-in-pay may serve if they are willing and available both semesters.
- A list of the members of the search committee is forwarded to the Dean's Office and noted on the Department Action Log.

Step 3: Recruitment and Advertising Plan
Prior to developing its Recruitment and Advertising Plan, the search committee reviews the University, Division of Academic Affairs, and College affirmative action goals and action plans. The Recruitment and Advertising Plan is approved by the Dean or designee and forwarded to the Director of Equity and Diversity for approval. The position may not be advertised before approval of the Recruitment and Advertising Plan by the Director of Equity and Diversity. Use your approved R&A Plan to document what is stated in your plan. Note the name and date of each published announcement or flyer sent and attach copies. If you are unable to follow through on part of your plan, indicate why you were unable to do so.

Step 4: Department Action Log
The Search Committee maintains a log of actions and approvals from the beginning to the end of the search. (See attached Department Action Log). This one page log is for department records and is to be forwarded to Academic Personnel as an item on the Check List submitted with the final appointment file.

Step 5: Guide for Tenure-Track Applicant List
Each department must maintain a list or log of applicants to maintain an organized search, and for forwarding information to the Office of Equity and Diversity and to Academic Personnel during and at the end of the search process. There is no standard list, except that department search committees must document the following minimum information:

- Search Year
- Recruitment Number
- Department Name
- Date of Application
- Applicant Name
- Applicant E-mail address
- Date of Acknowledgment Letter
- Date of Regret Letter

See attached Guide for Tenure-Track Applicant List.

**Step 6: Processing Applications**

Upon receipt of an indication of interest in the position, the Chair/Search sends candidates a letter acknowledging their further interest. Applications are not reviewed for screening qualifications at this time.

Applicants are requested to complete their application file by sending the following, per the position announcement:

a. A formal letter of application (if one has not already been received).

b. A curriculum vita.

c. Official Transcript of highest degrees (or all degrees, per the position announcement).

d. Three recent letters of recommendation or names of references, per the position announcement. Letters will be required of finalists.

e. Evidence of teaching effectiveness such as student evaluations, peer evaluations, or performance reviews.

f. Evidence of professional activity, research and publications such as copies of journal articles, conference presentations or other publications.

Department acknowledgement letter may include:

g. An SC-1 form (Statement of Preparation and Experience). The SC-1 form can be sent to only finalist, as determined by the department.

h. If the SC-1 form is not sent to all applicants, initial letters acknowledging applications may include the following statement: “CSULB does not discriminate on the basis of disability against otherwise qualified applicants. CSULB will make reasonable accommodation to the applicants with identified disabilities. If you need accommodation in the pre-employment selection process (applications, tests, interviews, etc.) please contact me.”

i. A statement similar to the following: “You will be receiving an electronic request from the campus office of Equity and Diversity requesting you to complete a Confidential Data Sheet seeking personal background information about you. I encourage you respond immediately to this request after receipt as a low response rate could delay the selection process.”

As the above materials are received, they are placed in a file folder labeled with the corresponding candidate's name. The folders are kept in a file in a **confidential and secure location** in the Department Office and all members of the Search Committee are given access to the file box.

The Office of Equity and Diversity is sent an updated list of names and e-mail addresses of applicants each week until an appointment is approved. That office has developed a form for receiving applicant information, however departments may use their own applicant list/log as outlined in the guide mentioned previously. If the search is canceled, the Department Chair notifies the Office of Equity and Diversity immediately.
**Step 7: Monitoring of Applicant Pool**
As applications are received, the applicant pool is monitored by the Dean and the Search Committee for return rates of confidential data sheets by checking periodically with the Office of Equity and Diversity.

**Step 8: Pool Approval**
Approval of the applicant pool and authorization to commence screening by the Search Committee is sought from the Dean a minimum of 30 days after the first publication of the position announcement. The list of applicants forwarded to the Dean is simultaneously sent to the Director of Equity and Diversity. The Dean will consult with the Director prior to approval.

**Step 9: Development of Description of Screening and Selection Process**
Prior to the commencement of screening, the Search Committee will develop a Description of Screening Process, for approval by the Dean. The steps to be followed in the screening and selection process are to be developed by the Search committee. Steps should contain a careful discussion of process—how something is done—and criteria used. Operational definitions should be provided for all criteria used; criteria should be objective and measurable. Screening of applicants for minimum qualifications may not begin until the description of screening and selection is approved.

**Step 10: Screening of Applicants/Identification of Interview Pool**
Adhering to criteria and procedures outlined in the approved description of Screening and Selection, the Search Committee conducts (1) initial screening of applications to determine those who meet Minimum Qualifications, and then (2) further screening of those meeting Preferred Qualifications in order to identify the interview pool (finalists). A Search committee may include in its screening process an intermediate step (for example, telephone interviews) to further reduce the size of a pool of semi-finalists to a smaller number of finalists; such a step, if utilized, must be included in the description of Screening and Selection Process and requires approval from the Dean prior to the interviews. **Note: the phone and campus interview questions will be completed at the time of approval.**

The Director of Equity and Diversity will select a limited number of searches to review. The goal of reviewing these searches is to ensure that there is no preferential treatment on the basis of gender or race as required by Prop. 209 and to prevent discrimination on the basis of any protected class status, including race, gender, sexual orientation, national origin, religion, age, and disability. In addition, the Director, will build close relationships with the Colleges and Departments and offer her support in an effort to produce significantly diverse and highly qualified applicant pools.

Before approving the Screening and Selection Process, Deans will be informed by the Director as to those searches selected for review. The Director will review the application letters and vitas of:
1) the applicants selected by the committee who have met the minimum and, at least some preferred qualifications, normally 8-12 applicants;
2) the applicants selected for phone interview to condense the pool; and
3) the finalists selected for on-campus interview.

It is understood that some departments may at times combine these three steps in their deliberations, but before proceeding with contacting individuals for phone or campus interviews, approval must be obtained by the Director. Review of the files will normally be completed within a 24 hour period and will take place at the department offices with no duplication of the search files being required.

**Step 11: Approval of Interview Pool**
Approval of the candidate interview pool (finalists) is sought from the Dean.

**Step 12: On-campus Interviews**
Subsequent to approval of the interview pool, the Search Committee will invite candidates for on-campus interviews. In the interview process, reasonable accommodation will be offered to any candidate(s) with disabilities, as needed.
Each candidate interviewed on campus will be scheduled to participate in a similar schedule of activities. Such schedule shall include, at a minimum, an interview with the Search Committee (with essentially the same questions asked of each candidate) and meetings with the Dean and a representative of the Provost's office. The schedule of activities during the on-campus visit is to be included in the department's Description of Screening and Selection Process.

**Step 13: Recommendation for Appointment**
After the Search Committee has decided on which candidate(s) to recommend for appointment, the Department Chair/Search Committee assembles a package of relevant documentation, including evidence of appropriate recruitment activities, and prepares a written recommendation to the Dean with specific reasons for the selection of the candidate. See the academic personnel web site for the Check List for Tenure-Track Appointments. The appointment file is then sent to the Dean for consideration and approval.

In forwarding the final recommendation to the Office of Academic Affairs, the Dean includes a recommendation for appointment and provides required information outlining the specifics of the offer. If not done by the department chair, the dean will contact the finalist’s most current employer and provide a written statement about the results of the verbal conversation, including the date and the name of the contact. Should the Dean reject the recommendation(s) of the Search Committee, the faculty meet to decide whether to appeal the decision of the Dean to the Provost or to recommend another candidate.

**Step 14: Retention of Search Files**
Departments maintain copies of the search protocol, recruitment and advertising plan, screening and selection process, the Department Action Log and Applicant List. These documents and all applications, rating sheets, and correspondence to applicants are kept for three (3) years prior to purging. If these documents are on computer they shall be copied onto disks or paper for filing. Within this 3-year period, files are made available to the Office of Academic Personnel and Equity and Diversity as requested. It is mandatory that these files be secured in a confidential file or area within the department.
Prior to establishing its Recruitment and Advertising Plan, the Search Committee reviews the University, Division of Academic Affairs, and College affirmative action goals and action plans. Following is a list of recruitment activities:

**Academic Personnel responsibility**

a) Submits each college-wide tenure-track announcement in *The Chronicle of Higher Education* (issue date 9/2/05);

b) Submits a university-wide tenure-track announcement in *Women in Higher Education* (issue date 9/05);

c) Submits link to Employment Opportunities in *The Voice* (Hispanic Association of College and Universities — HACU) (issue date TBA);

d) Submits university-wide tenure-track announcement in *Hispanic Outlook* (issue date 9/12/05);

e) Submits university-wide tenure-track announcement in *Diverse Issues in Higher Education* (formally Black Issues in Higher Education); (issue date 9/22/05);

f) Places position description announcement on the following web sites:
   2. CSU Careers: http://csucareers.calstate.edu/

**Department Responsibility**

g) The department advertises in *discipline-related professional association publications, newsletters, professional associations used by academicians within the discipline; send the job advertisement to the professional associations and e-mail representatives from the Latino, African American, and Asian American caucuses, the feminist/women’s caucuses, and the gay and lesbian caucuses within these professional associations*. (List sources, dates and/or attach e-mail lists)

h) Sends cover letter and announcement to each institution of higher education in the United States granting doctorates and to institutions with outstanding graduate and undergraduate programs in the field. (Attach list of institutions.)

i) Position announcement is posted by faculty at [list discipline related local, regional, and national conferences]. List of faculty in attendance: ____________________________.

j) The position announcement is mailed electronically to professionals whose names appear on a variety of e-mail directories related to the field of [name of department]. Attach list of e-mail directories used.

k) The following recruitment activities, designed to target potential candidates from underrepresented/underutilized groups are undertaken:

   1) Reviews directories of women and ethnic minority doctoral candidates such as the Directory of
Women and Ethnic Minority Doctoral Candidates, CIC Directory, and the Directory of Recipients of the CSU Forgivable Loan Program. The search committee sends letters and announcements to those individuals pursuing either degrees and/or research appropriate for the position(s).

2) Flyers are sent to all colleges and universities designated as "Hispanic serving" or with significant Hispanic enrollment [indicate mailings to all targeted groups — i.e., those from which there is underutilization — such as historically black colleges and universities, colleges with predominantly female enrollment, etc.]. Attach lists.

The position is publicized and aggressive recruiting carried out through other faculty efforts as well. Emphasis is placed upon recruitment of applicants from targeted groups through networking conducted by the search committee and department faculty.

Dean __________________ Date __________________ Equity/Diversity Director __________________ Date __________________
DESCRIPTION OF SCREENING AND SELECTION PROCESS

Department of [Department Name]

Position [ ]

Recruitment No. [ ] Search Year [ ]

Subsequent to authorization to screen candidates, the members of the search committee independently review each candidate's file, determining if sufficient materials for review have been submitted and whether they meet minimum qualifications. [NOTE: Screening for minimum qualifications may be carried out by a subcommittee of the search committee or by the whole committee. The process is determined by the search committee, but it must be outlined in the Description of Screening and Selection Process.]

1. CREDENTIALS NECESSARY FOR REVIEW FOR MINIMUM QUALIFICATIONS:

   a. Letter of application.
   
   b. Candidates must provide a current curriculum vita for departmental examination.
   
   c. Candidates must provide official transcripts from the institution from which highest degree was awarded. Transcripts may be requested only from finalist, as determined in department Screening and Selection process. Foreign degrees must be evaluated for U.S. equivalency by the Center for International Education.
   
   d. Three recent letters of recommendation must be available for the search committee to examine.
   
   e. A completed SC-1 Form (may be requested only of finalists).

2. SCREENING FOR MINIMUM QUALIFICATIONS

   [NOTE: Minimum Qualifications used in screening must match exactly those listed on the Position Description.]

   a. Candidates must possess either an earned Ph.D. or Ed.D. in [as listed in position description] or a related discipline, or demonstrate completion of the degree on or before commencement of the hire.
   
   b. Candidates must show evidence of the ability to teach effectively in a wide range of courses at the college or university level.
   
   c. Candidates must show evidence of the ability to develop a program of research and publication and/or creative activity.
   
   d. Candidates must show evidence of experience and/or training which provided them with the opportunity and/or preparation necessary to work successfully in culturally diverse campus community.

Files of those apparently meeting the minimal qualifications are reviewed for completeness. Those with incomplete files are requested to send any missing materials needed for subsequent review (e.g., evidence of teaching effectiveness, student evaluations, peer evaluations, or performance reviews). They may also be requested to forward evidence of research and publications such as abstracts of grants and technical reports, copies of journal articles, professional presentations or other publications.

3. SCREENING FOR DESIRED/PREFERRED QUALIFICATIONS

Selection of finalists will begin with each member of the search committee independently recording her or his assessment of each candidate on the Candidate Rating Sheet. A group [discussion and consensus will identify the
finalist pool, usually three to five individuals] If consensus cannot be reached, [decisions will be made by a majority vote of the committee. The assessment of finalists is based on evaluation of the following criteria, arranged in rank order from most to least important.

a. **Relevance of Teaching Experience.** Candidates are rated on a scale of 0-5 based on the relevance of their teaching experience to the area(s) of specialization sought.

b. **Evidence of Teaching Effectiveness.** Candidates are rated on a scale of 0-5 on their teaching effectiveness, based on evaluation of submitted materials, such as letters of reference, syllabi and course materials, computerized teaching evaluation forms completed by students and independently tabulated by a central university office, peer teaching evaluations, or other performance reviews.

c. **Scholarly and Creative.** A candidate with a newly awarded doctorate is expected to have a defendable plan of research related to the area of specialty. In addition to this requirement, candidates who have finished the doctorate should have a record of scholarly and creative endeavor consistent with the RTP requirements for appointment at the rank at which the appointment is to be made. Candidates are rated on a scale of 0-5, based on the quality of their publications and/or research plans, as assessed by members of the Search Committee. Consideration will be given also to the quality of the journal in which a publication appears.

d. **Ability to work in an ethnically and culturally diverse campus community.** Candidates will be rated on a scale of 0-5, based on evidence of successful experience working in culturally diverse communities (such as in letters of reference, participation in relevant initiatives and activities, etc.).

e. **Additional considerations.** [As described in the position description.]

The Search Committee will document the key considerations used to reach decisions on the candidates.

4. **ON-CAMPUS INTERVIEWS**

After approval of the interview pool (finalists) by the Dean, each finalist is invited to campus to participate in the following activities:

a. Meet with the Search Committee during which time a formal interview will be conducted. The interview will consist of an identical set of directly job-related questions asked in the same order to each candidate. Follow-up questions may vary from candidate to candidate based on the need for clarification or further elaboration.

b. Make a presentation on the subject of their current research before the faculty and students of the Department.

c. Conduct a lecture presentation to an undergraduate course to which faculty, graduate students, and majors are invited. A period of time is provided for questions from students and faculty in attendance.

d. Meet with the faculty either individually or as a group.

e. Meet with the Dean or designee

f. Meet with the Provost’s designee and with other members of the College and University faculty and administration as time permits. Contact Academic Personnel for designees.

g. Tour the campus.

h. Lunch or dinner with as many members of the Search Committee, as feasible.

i. Tour the local area (if candidate desires).

j. Appropriate travel paper work is completed in order to reimburse candidates for allowed expenses as expeditiously as possible.
5. DECISION ON RECOMMENDATION
Before meeting to decide on a final recommendation(s) to the Dean, the Search Committee will solicit input from faculty members not on the Search Committee and others who met with the finalists during the on-campus interviews.

The Search Committee meets, discusses and tries to reach a consensus on which, if any candidate(s), is (are) to be recommended for appointment. Documentation of discussion and reasons for decisions is maintained by the Search Committee. If consensus cannot be reached, a majority vote will be used to make the decision(s) [Note: The process for making this decision is the option of the Search Committee]. The Chair of the Search Committee then meets with the Department Chair and provides a written recommendation to the Chair/Dean. The appointment file is submitted to the Dean including items on the Tenure-Track Check List.

__________________________________________________________________________

Dean                          Date