

**CALIFORNIA STATE UNIVERSITY, NORTHRIDGE**



**Manual of Procedures for Search and Screen Committees**

**for Full-Time Faculty Positions**

**2015 - 2016**

# **Manual of Procedures for Search and Screen Committees for Full-Time Faculty Positions**

## **Introduction**

This Manual of procedures is intended as a guide for members of search and screen committees [hereinafter called “search committees”] seeking to fill full-time tenure-track faculty and full-time lecturer positions; as such, it is an adjunct to the University’s Administrative Manual (Section 600). The specific faculty positions covered by this Manual, the composition of specific search committees, and the manner of the appointment of committee members are identified in Sections 620 through 621.5 of the Administrative Manual.

During the week prior to a search committee’s first meeting, the Department Chair will provide a copy of this manual of procedures to all committee members.

### **University personnel operating under these procedures:**

1. *Faculty;*
2. *Department Chairs;*
3. *Department and College Equity and Diversity Representatives;*
4. *College Deans;*
5. *The Associate Vice President for Faculty Affairs* serves as consultant on matters of university policy and practice;
6. *The Office of Equity and Diversity (OED)* provides advice on governmental and institutional regulations regarding equal employment opportunities (EEO), equity, and diversity, and reviews documents associated with the searches to ensure their compliance with EEO policy and practice.

### **General rules for search and screen committee members**

#### **Consult, consult, consult!**

To minimize the possibility of error or misunderstanding, search committees are encouraged to consult as often as needed with the Department Chair, the College Dean, and with the persons involved in the process throughout the search.

#### **Maintain confidentiality**

All search committee proceedings and deliberations are confidential (Administrative Manual Section 607). Violations of confidentiality by a committee member should not be ignored; depending upon the circumstances and the ability to substantiate allegations, some form of reprimand or other action, including possible removal from the committee, should be initiated by the appropriate administrator.

#### **Act professionally**

All search committee members are expected to attend meetings and to fulfill their responsibilities in a professional manner. Should an opening on the committee occur before the list of strongest applicants has been identified, the Department will elect a replacement; after the list of finalists has been identified, no replacement may be named.

### **Search actively**

To increase diversity in the applicant pool all search committees should, in addition to placing advertisements, actively search for potential applicants by all means possible. Among the possibilities are encouraging faculty to identify desirable applicants, notifying part-time faculty of the opening, sending the position information to colleagues affiliated with other institutions and organizations, and seeking applicants at professional meetings. Committee members are especially encouraged to pursue any professional contacts that might bring the opening to the attention of potential applicants. Committees should not rely on simply placing advertisements and waiting for responses.

### **Avoid conflict of interest**

Members of search committees must make every effort to avoid conflicts of interest. Remember that the faculty member, as stated in the University's Administrative Manual (604.3.5), "does not participate in personnel evaluations, such as appointment... of a member of the faculty member's immediate family, a blood relative, or a person with whom the faculty member has an economic, sexual and/or romantic involvement that could reasonably be perceived as impairing objectivity."

## **STEPS OF A SEARCH**

- Step 1: Initiation of the search
- Step 2: Convening the search committee
- Step 3: Recruitment
- Step 4: Screening of applicants
- Step 5: Interviewing finalists
- Step 6: Recommending an applicant for appointment
- Step 7: Completing the search and closing the files

### **STEP 1: INITIATION OF THE SEARCH**

Before the election of a search committee, a faculty position authorization must be approved by the Provost and Vice President for Academic Affairs. Prior to approving recruitment for a tenure-track faculty position, the Department and College should provide the Provost with compelling evidence that the position should be filled by a probationary or tenured faculty member. The faculty position authorization includes information about the rank, salary range, program specialization, and initial appointment date of the position. Only the President or the President's designee can change the authorization or abort the search.

#### **1.1 Drafting of the faculty position opening announcement**

The Department Chair, after appropriate consultation within the Department, completes an Announcement of Faculty Position Opening (AA-1 form) and a Departmental preliminary recruitment plan for each position. This announcement, when approved, will constitute the position description used during the search. The position announcement, and all advertisements and notices for the position, should include the following statements:

"As an Equal Opportunity/Affirmative Action employer, CSUN strives to create a community in which a diverse population can work, teach and learn in an atmosphere of

civility and respect. We consider applicants for employment without regard to race, color, nationality, religion, gender, gender identity/expression, sexual orientation, age, disability, genetic information, or veteran status.”

In compliance with the Annual Security Report & Fire Safety Report of Campus Crime Statistics Act, California State University, Northridge has made crime-reporting statistics available on-line at <http://www.csun.edu/sites/default/files/clery-report.pdf> Print copies are available in the library and by request from the Department of Police Services and the Office of Faculty Affairs.

Applicants who wish to request accommodations for a disability may contact the Office of Equity and Diversity, (818) 677-2077.”

There are basically four options for stating a deadline:

- 1) An absolute deadline date for applications. Applications received after this date are not reviewed. If the pool of applicants is inadequate in number and/or quality, the search can be reopened only if approved by the Dean, the Director of the Office of Equity and Diversity, and the Provost and then advertised as a re-opened search with a new deadline. (Please note that when a position is re-opened, the job description must remain exactly the same except for the deadline.)
- 2) Separate deadlines for the beginning and ending of screening. That is, “screening will begin on date X and continue until date Y.” All applications received during this time must be reviewed, and none submitted after date Y can be reviewed.
- 3) A deadline of “screening to begin on date X and position open until filled.” All applications must be reviewed until the position is filled, regardless of when submitted. This is true even if the Department has settled on a short list of finalists. Often a search committee will appoint a subcommittee to review applications received after the committee has settled on a tentative list of finalists, and, using criteria established by the entire committee, the subcommittee will alert the larger committee if a promising application has been received and needs to be reviewed by the entire committee.
- 4) A deadline of “screening to begin on date X but priority given to applications received by date Y and open until filled.” Same process as number 3 above but after date Y, applications can be set aside and reviewed as a group when and if the committee has decided that the pool of earlier applications is not rich enough.

The proposed AA-1 form and recruitment plan are forwarded to the College Dean.

## **1.2 Preparing a recruitment plan**

Each position requires a documented Recruitment Plan which is prepared by the Department Chair and/or the search committee if one has already been elected.

A carefully structured Recruitment Plan maps out the strategy for attracting and hiring the best qualified candidate and helps to build an applicant pool which includes women and traditionally underrepresented groups, including veterans and individuals with disabilities.

The Plan should contain the following:

- Recruitment and advertising resources, including but not limited to the following:
  - Traditional and non-tradition journals and other publications – both online and print
  - Internet career websites and job boards
  - Directories and resume banks
  - Job fairs
  - Professional associations, caucuses and networks
  - Other universities – national and local
  - Social agencies
  - Professional conferences
  - Word of mouth
- Posting period for each source.

Search committee members should utilize conferences, peer networks, professional group meetings, and other recruitment opportunities to widely advertise the opening and increase the size and diversity of the applicant pool.

A list of diversity recruitment resources should be obtained from the Office of Equity and Diversity and utilized as you develop the Recruitment Plan. A sample Recruitment Plan is also available from the Office of Equity and Diversity and the Office of Faculty Affairs.

## **1.3 Forwarding the position announcement and recruitment plan to the Director of the Office of Equity and Diversity**

The College Dean, after review, forwards all proposed Announcement of Faculty Position Opening (AA-1) forms and the recruitment plans to the Office of Faculty Affairs. After review, the documents are forwarded to the Office of Equity and Diversity (OED). The Director of the Office of Equity and Diversity, after reviewing the proposed announcements and the recruitment plans for compliance with equal opportunity requirements, will assign a Hire Number for the search and notify the Provost, College Dean, and Department Chair that recruitment can begin. Recruitment for the position should not begin prior to notification of the assigned Hire Number.

## **STEP 2: CONVENING THE SEARCH COMMITTEE**

### **2.1 Composition of the search committee**

Unless the Department chooses to act as a committee of the whole for the search, the Department faculty – probationary, tenured and Faculty Early Retirement Program (FERP) faculty – elect a search committee of tenure-track faculty members.

If a department chooses to act as a committee of the whole for the search, all tenure-track faculty members are expected to attend all meetings, evaluate files, and fully participate in all aspects of the search process.

The Department Chair will distribute a copy of this Manual to all committee members prior to the first meeting of the committee.

## **2.2 Calling of first meeting**

The Department Chair convenes the first meeting of the search committee as soon as possible after its members have been identified. Ideally, the meeting occurs as early as possible and ideally before recruitment begins, in the Summer or in the Fall semester.

At its initial meeting, the search committee:

- (1) reviews the committee's responsibility and authority with the Department Chair;
- (2) elects a committee chair from among the committee members;
- (3) selects the Equity and Diversity Representative;
- (4) discusses the extent to which the Department Chair wishes to be involved in the search;
- (5) reviews the final position announcement and recruitment plan;
- (6) reviews the ad copy and the ad placement list;
- (7) reviews the budget available for the search;
- (8) discusses the timeline for the search (see 3.1 below);
- (9) reviews institutional regulations applicable to the search, including needs for record-keeping;
- (10) reviews the confidentiality requirement;
- (11) discusses the schedule for future meetings;
- (12) discusses with the Dean whether the names of the applicants to be recommended for appointment are to be submitted to the Dean ranked or unranked.

## **2.3 Role of committee chair**

Following is a list of duties of the committee chair with assistance from the Department Chair and department staff. Although any of the tasks may, at the committee chair's discretion, be delegated to other members of the committee, the committee chair is responsible for ensuring that each is performed:

- (1) establishing a timely schedule;
- (2) initiating a network of contacts for recruitment;
- (3) drafting letters with the Department Chair;
- (4) establishing files with office staff;
- (5) checking completeness of files;
- (6) developing evaluation questions based upon the qualifications cited in the position announcement;

- (7) confirming applicants' continuing interest;
- (8) scheduling interviews with finalists;
- (9) making telephone reference checks;
- (10) attending to the well-being of interviewees, such as housing, transportation, special needs, etc.;
- (11) writing the committee report.

## **2.4 Role of the Equity and Diversity Representative**

- The search committee will designate one of the search committee's members, other than the committee chair or Department Chair, as the committee's Equity and Diversity (E&D) Representative. Departments having more than one search committee will have an Equity and Diversity Representative appointed for each committee. If at any stage in the search process, an Equity and Diversity Representative has reasonable cause to believe that equity and diversity requirements are not being met, the Equity and Diversity Representative shall recommend to the appropriate authority (i.e., Department Chair, Dean, Office of Faculty Affairs, Office of Equity and Diversity) that equal employment opportunity requirements are not being met and corrective action is necessary. Names of E&D representatives are forwarded to OED by Department Chairs or search committee chairs immediately following the selection of the E&D representative.

## **STEP 3: RECRUITMENT**

### **3.1 Setting a timeline for the search**

Before recruiting applicants, a reasonable timeline should be established by the search committee. Following are some guidelines in setting a timeline.

For advertisements:

- (1) allow sufficient lead time (three to four weeks) to prepare and distribute advertising;
- (2) keep all vacancies open at least four weeks (six is better) after the first advertisement appears.

For evaluating applicants, include in the schedule:

- (1) two to three weeks for evaluating applications;
- (2) two to three weeks for arranging and conducting interviews;
- (3) a minimum of one week to consult with department colleagues, determine recommendations, and meet with the Dean.

### **3.2 Dissemination of ads and position announcements**

The Department Chair and staff place all advertisements and send the position announcement to Human Resources, to off-campus recruitment sources, and to equity and diversity recruitment sources known to faculty or recommended by the Office of Equity and Diversity.

Inquiries from potential applicants may be answered with a response letter. For a sample letter, see Appendix D, Letter A.

### **3.3 The recruitment file**

A recruitment file is established for each applicant. This file shall contain all pertinent documents for each applicant, including the applicant's resume, all written communications with and concerning the applicant, letters of recommendation, and all documentation that provides the basis for the search committee's recommendation. All recruitment files are confidential and should be treated as such.

### **3.4 Acknowledging and notifying applicants**

Letters of acknowledgment (see Appendix D, Letter B for a sample letter), together with Affirmative Action Survey Forms (AA-2 forms available from the Dean's Office, Office of Equity and Diversity, or Faculty Affairs website), postage-paid return envelopes addressed to the Office of Equity and Diversity or returned electronically to: [equityanddiversity@csun.edu](mailto:equityanddiversity@csun.edu), and copies of the position description, are mailed to all applicants. Requests for additional information may be included with the letter of acknowledgment.

All letters of acknowledgement must include the following statement, "Applicants who wish to request accommodations for a disability may contact the Office of Equity and Diversity, (818) 677-2077."

Applicants can be encouraged to consult the department's website and the website of the Office of Faculty Affairs, which has recruiting materials for potential candidates.

If there is an application deadline, applicants submitting materials after the postmark deadline should be notified that they are not considered applicants. However, their applications, with postmarks or other evidence of date of submission, are to be retained.

If there is no application deadline, the committee continues to screen applicants until the position is filled.

## **STEP 4: SCREENING OF APPLICANTS**

### **4.1 Creating an evaluation instrument**

Before screening applicants, the search committee should discuss the criteria to be used in the evaluation process. The criteria should follow those cited in the position description and opening announcement. In some cases, weighting the criteria by applying such terms as "desirable" or "critical" may be helpful. A form that lists these criteria and on which committee members note their evaluations of each applicant is the committee's "evaluation instrument." Procedures used

in the evaluation should be applied consistently to all applicants. Considerations based on gender, gender expression, gender identity, sexual orientation, race, color, age, veteran status, marital status, religion, genetic information, disability, may not enter into the evaluation.

#### **4.2 Initial screening**

In the initial screening, applicants are evaluated against the minimum requirements for the position, not against each other. Determining the manner in which the initial evaluation proceeds is the responsibility of the search committee. Among the acceptable screening methods are:

- (1) evaluation by the search committee chair alone;
- (2) evaluation by members of the search committee;
- (3) evaluation by one or more subcommittees.

No matter what procedure is used, care should be taken to insure the evaluations are made in a uniform and consistent manner.

The Office of Equity and Diversity will provide the Department Chair and College Dean with analyses of the applicant pools and appropriate available data after the closing date for receipt of applications.

#### **4.3 Processing unsolicited materials**

All unsolicited materials, that is, materials not sent nor requested by the applicant nor solicited by the committee, shall be retained in a separate file. Such information may be consulted by search committee members only if directly relevant to applicants who are identified as among the strongest and for whom reference checks are to be conducted.

#### **4.4 Elimination of unqualified applicants**

When an applicant is eliminated from further consideration, reasons should be noted and placed in the applicant's file. The reasons for elimination should be specifically related to the qualifications advertised for the position.

All applicants eliminated are sent a letter that they are no longer considered to be applicants. The reasons for eliminating an applicant are not to be cited in the letter. The letter should inform the applicant that, should the applicant be interested in a position in the future, it will be necessary to reapply. (A sample letter of elimination is included in Appendix D, Letter C)

#### **4.5 Identifying qualified applicants**

Applicants who meet minimum qualifications should be notified by letter (see Appendix D, Letter D for a sample letter) that the initial screening is complete and that they are to be considered for the position. Requests for additional materials, if needed, or notifications of major changes in the timetable, should there be any, may be included in the letter as well.

Should the search committee determine that there is an insufficient number of minimally qualified applicants, it should immediately notify the Department Chair. In its notification the search committee should also: (1) request that the search be reopened to additional applicants; (2) suggest that the search be canceled and a new search conducted; or (3) recommend such other action as it deems necessary and appropriate.

#### **4.6 Identifying the strongest applicants**

If they have not done so in the initial screening process, all search committee members should now review the files of all remaining applicants and complete an evaluation for each applicant.

From among the applicants judged to be qualified, the search committee now identifies the strongest applicants. How this is done is up to the committee. One approach is for each search committee member to identify a specific number of applicants, say five, that he or she judges to be strongest. The search committee then discusses and further evaluates these applicants until a consensus is reached. Ultimately, two groups of strong applicants should be identified, one group to be interviewed, a second as a reserve.

Applicants not included in the group to be interviewed or in the reserve group should be notified by letter that they are no longer being considered for the position (see Appendix D, Letter C for a sample letter). For each applicant who is eliminated, a statement of the specific reason(s) for being eliminated should be placed in the applicant's file.

No courtesy interviews may be given.

#### **4.7 Consultation with the College Dean**

Once the strongest applicants have been identified, the search committee chair, the Department Chair, and the Dean should consult to assure that the strongest applicants identified by the search committee are acceptable to both the Department Chair and Dean. The College Dean should confirm that proper attention was paid to equal employment opportunity requirements or suggest corrective measures to be taken.

#### **4.8 Contacting strongest applicants**

Following the consultation with the College Dean, the strongest applicants should be contacted by telephone to determine if they are still seeking the position, and to briefly interview the applicant. Before telephoning applicants, the search committee should discuss questions to be posed in the conversation so as to ensure that all applicants are treated in a comparable manner. If the applicant indicates that the applicant is also seeking employment for an accompanying partner, the applicant should be referred to the Office of Human Resources or the Office of Faculty Affairs for information about employment opportunities.

Applicants' responses to questions should be noted and discussed by the committee in selecting applicants for the campus interview. However, information volunteered that is not job-related, such as an applicant's race or marital status, should not be reported and should not be taken into

account when evaluating the applicant. Where an applicant's responses raise issues of concern, appropriate questions should be included in the campus interview to clarify the issues.

## **STEP 5: INTERVIEWING FINALISTS**

### **5.1 Finalists**

The finalists are the applicants selected by the search committee for a campus interview. Recommendations of finalists must be based upon the committee's evaluation of each applicant's qualifications to that point. The needs of a partner may not be used as a criterion in the identification and recommendation of a finalist.

Once potential finalists have been selected, and prior to determination of the list of finalists, the committee should contact the applicants' references to explore their professional training and teaching experience as it relates to the position they are seeking.

When possible, each finalist should be sent material describing the Department, the College, and the University. This can include descriptions of departmental programs, mission statements, and related materials. They should also be encouraged to explore the Department and University web sites prior to the interview.

After selection as a finalist, an applicant's resume or vita is not considered a confidential document, and may be circulated to other interested parties by the search committee.

Recommended finalists are informed that their information may be disseminated to other interested parties during this process and their approval is requested in advance. Those who do not agree to the dissemination may be informed they will no longer be considered as potential candidates.

Remaining qualified applicants who are not identified as finalists form a reserve pool to be returned to if the position is not filled.

### **5.2 Citizenship**

Faculty appointments may be offered to applicants who are U.S. citizens, who have permanent resident status, or, in certain circumstances, who are between visa and permanent resident status. All finalists should be notified that they must have the legal right to work in the United States, and that, if hired, proof will be required.

If a prospective candidate indicates that the candidate is neither a U.S. citizen nor a permanent resident, the University may assist the individual in seeking permanent resident status (at the candidate's expense). If this is the case, contact the Office of Student Development and International Programs.

No inquiries regarding citizenship or visa status of an applicant should be made prior to the University making an official offer of employment.

### **5.3 Structure of visit**

The search committee chair, in consultation with the Department Chair, establishes the itinerary for the applicant's visit. Appointments and arrangements should be made in advance of an applicant's visit.

To ensure that all applicants receive comparable treatment, the visit schedules - presentation, lunch, and meetings with the search committee, department faculty, Department Chair, College Dean, students, and others - should be similar. When feasible, allow time for applicants to explore the campus. During the visit, the committee should see that each applicant's personal needs are adequately met.

### **5.4 Content and format of the interview**

Prior to the visit, the search committee decides on the content and the format of the interview, and the list of questions to be posed to the applicants. All questions should be relevant to the position and be designed to elicit information on the applicant's professional training, teaching/librarianship/counseling experience, and research and/or creative work as it relates to the position. When possible, the format of the interview should be consistent for each applicant.

### **5.5 Reports of interviews**

The committee chair should request a confidential report, either oral or written, from each group or individual who interviews the applicants.

## **STEP 6: RECOMMENDING AN APPLICANT FOR APPOINTMENT**

### **6.1 Recommending an appointment**

After consultation among members of the search committee, the Department Chair, and remaining tenured and probationary members of the department, the search committee will recommend the applicant or applicants who best meet the needs of the department and fulfill the conditions of the position announcement for appointment. If the search committee has concluded that there are no qualified candidates, the committee will recommend that the position not be filled at this time. The recommendation report of the search committee shall be approved by a simple majority vote of the search committee and then forwarded with the vote to the Department Chair and then to the Dean. In the case where more than one applicant is recommended by the search committee, the names can be listed in ranked or unranked order.

If a senior-rank appointment is sought, or a full-time Lecturer is recommended for a probationary tenure-track position, a recommendation is required from the College Personnel Committee (Administrative Manual 621.3.1 and 621.4.1.b).

The Department Chair's written recommendation, the report of the committee, and any votes taken, should be presented to the Dean by the Department Chair and the committee chair. In all cases, the final responsibility for recommendation to the Dean rests with the Department Chair. In final form, the Department Chair's recommendation is accompanied by the following documentation:

- a. A Full-time Faculty Requisition form;
- b. A completed Statement of Professional Preparation and Experience (SC-1) (or copy of previously submitted SC-1 form);
- c. Three letters of recommendation, unless previously submitted for a full-time position. The letters should identify the recommenders by name, title, and institution and should include contact information. The letters should be originals and no more than three years old.
- d. A completed Affirmative Action Recruitment Record (AA-4);
- e. The report of the search committee signed by the members of the committee or the committee chair and the chair of the hiring department describing the search process;
- f. A narrative explaining the department's outreach efforts and why the candidate(s) recommended is (are) the most qualified for the position. The narrative should include information about the total number of applications received; a description of the procedures employed in the search, including screening procedures and the number and nature of interviews conducted; if ranked, a justification for the rank positions of the candidates; and a general summary of each finalist's background and qualifications.;
- g. Faculty Position Opening Announcement (AA-1);
- h. A completed Personnel Action Request (PAR) form;
- i. A written recommendation from the College Personnel Committee is required for senior rank appointments (Administrative Manual 621.3.1), and for full-time Lecturers being appointed to a probationary appointment (Administrative Manual 621.4.1.b).

Prior to submitting the documentation to the Office of the Provost, the Dean will meet with the search committee and the Department Chair for a thorough discussion of the recommendations.

After appropriate signatures by the College Dean, all documentation shall be forwarded to the Office of Faculty Affairs for review, approval by the Director of Equity and Diversity, approval by the Provost, and processing of the letter offering an appointment.

## **6.2 Review of reserve applicants**

Should none of the finalists accept the appointment, the reserve applicants will be reviewed. If the search is continued, reserve applicants whose credentials are deemed sufficiently strong will

be called to verify their continued interest. For those still interested, interviews should be arranged following the procedures identified above.

### **6.3 Lack of qualified appointee**

If none of the reserve applicants is found qualified for the position, no appointment will be recommended. The search committee will report this judgment to the Department Chair and request that the committee be discharged, that the search be extended, or the position be redefined and re-advertised.

The final authority to abort a search rests with the President or designee. If this occurs, the search committee will inform all remaining applicants - those interviewed and those still in the reserve pool - that the search has been discontinued without recommending any appointment.

## **STEP 7: COMPLETING THE SEARCH AND CLOSING THE FILES**

### **7.1 Notifying applicants not recommended**

All applicants from the reserve pool and applicants who were interviewed but not recommended should be notified by the search committee chair that they are no longer being considered. If an applicant has been selected and has accepted the position, the reserve and interviewed applicants should be notified the position is filled.

### **7.2 Closing the files**

Upon completing the search, all search files will be deposited in the Department Office where they are retained for a minimum of three years pending completion of any grievances, complaints, or civil actions that may arise from the search. All documents related to the search, including, but not limited to, applicants' files and resumes, written communications, evaluation and rating forms used for each applicant, and the search committee report, will be included in the file.

### **7.3 Inquiries from Unsuccessful Applicants**

If an unsuccessful applicant inquires for an explanation for not being selected, the inquiry should be referred to the Department Chair. The Department Chair will communicate to the applicant that he or she was not found to be the applicant best qualified for the position.

## **PROCEDURES FOR THE RECRUITMENT AND APPOINTMENT OF FULL-TIME LECTURERS**

The same procedures described on the previous pages for the recruitment and appointment of tenure-track faculty apply to the recruitment and appointment of full-time lecturers, with the following differences:

1. The College Dean provides written authorization that recruitment is approved for a full-time lecturer position. This authorization includes information about the salary range, program specialization and initial appointment date of the position. Prior to approving recruitment for a full-time lecturer position, the department should provide the College Dean with compelling evidence that the position should be filled by a full-time lecturer.
2. Full-time lecturers who have been appointed after a national search may be reappointed, pending satisfactory performance, for a subsequent year of full-time service without the necessity of a further search.

## **PROCEDURES FOR THE APPOINTMENT OF EMERGENCY FULL-TIME LECTURERS**

Unanticipated vacancies which occur too late in the academic year for an appropriate search may occasionally justify an emergency appointment of a full-time lecturer. The Department Chair, after consultation with the Department Equity and Diversity Representative, submits a written justification for the appointment to the College Dean. The Department Chair also submits to the College Dean a Full-time Requisition, together with a completed SC-1 form and three letters of recommendation. For senior rank emergency appointments, the recommendation of the College Personnel Committee is also required. Upon approval, the College Dean submits the request to the Provost.

Emergency appointments are limited to a maximum of one year and cannot be renewed without a full-scale national search.

## APPENDIX A

### **State and Federal Legal Requirements in Recruitment (from the Office of Equity and Diversity)**

Agencies and institutions are exempt from the provisions of Article I, Section 31 of the California State Constitution when affirmative action programs are required to establish eligibility for federal funds. California State University, Northridge is required to take specific steps to recruit women and minorities in its capacity as a federal contractor. These include but are not limited to the following:

1. Analysis of the University's work force by job group, as appropriate.
2. Establishment of procedures for forming recruitment committees that provide women and minorities with opportunities to participate.
3. Analysis of job descriptions and position announcements to make sure they do not contain artificial barriers to women and minority candidates and that all qualifications are job related.
4. Identification of the University as an equal employment opportunity (EEO)/Affirmative Action employer in all advertisements and position announcements.
5. Collection of data on the race and gender of applicants for each position.
6. Analysis of the applicant pool to determine if outreach recruitment efforts have been effective.
7. Analysis of the procedures for and processes of evaluating candidates to ensure neutral qualifications have not had the unintended effect of eliminating women and minority candidates and that there is no evidence of bias against women and minority candidates.
8. Collection of data on the race and gender of those appointed in each job group.
9. Analysis and reporting on hires, promotions and termination by race and gender for each job group.

Additionally, the California Fair Employment and Housing Act (FEHA) prohibits any non job related, pre-employment inquiry, either written or oral, that directly or indirectly solicits information about an individual's race, color, religion, national origin, ancestry, medical condition, disability, marital status, gender (including pregnancy) or age.

## APPENDIX B

### Search Checklist - Committee Members

#### **During the first meeting:**

1. Elect the Committee chair
2. Select the Equity and Diversity Representative
3. Review the position announcement
4. Review ad placement and active recruitment
5. Review the timeline
6. Review the search procedures and need for confidentiality

#### **After the first meeting:**

7. Recruit applicants as indicated in the Recruitment Plan
8. Read the files and evaluate the applicants
9. Rank the applicants
10. Conduct telephone interviews
11. Identify possible finalists
12. Conduct telephone reference checks on possible finalists
13. Select finalists for on-campus interviews
14. Interview finalists
15. Recommend applicant or applicants for appointment

## APPENDIX C

### **Search Checklist - Committee Chair (with assistance from committee members, Department Chair and office staff)**

1. Call committee meetings
2. Establish a timely schedule
3. Initiate a network of contacts for recruitment
4. Draft letters with the Department Chair
5. Establish applicant files with office staff
6. Check completeness of files
7. Develop evaluation questions based upon the qualifications cited in the position announcement
8. Identify possible finalists
9. Confirm applicants' continuing interest in the position
10. Make telephone reference checks
11. Select finalists for on-campus interviews
12. Schedule interviews with finalists
13. Attend to the well-being of interviewees, such as housing, transportation, special needs, etc.
14. Write the committee report

**APPENDIX D**

**LETTER A  
SAMPLE LETTER OF INQUIRY**

**(no current curriculum vitae, letter of application, or letters of recommendation)**

Date

Name

Address

City, State, Zip

Dear:

Thank you for your interest regarding a position in the Department of <Name of Department> at California State University, Northridge. Enclosed is the announcement of the Faculty Position Opening, which contains the qualifications and characteristic responsibilities of the position.

If you wish to apply for the position, please send the following:

1. Letter of Application
2. Current Curriculum Vitae
3. Three Letters of Recommendation

Again, thank you for your interest in the position and our University. Please send your Current Curriculum Vitae and your letter of Application before the deadline February 5, 2014.

Sincerely,

<Name of Chairperson>, Chair  
Search and Screen Committee  
Department of <Name of Department>

**APPENDIX D**

**LETTER B**

**SAMPLE LETTER OF ACKNOWLEDGMENT OF APPLICATION  
(application letter, current curriculum vitae, and 3 letters of recommendation)**

Date

Name

Address

City, State, Zip

Dear:

Thank you for your interest regarding a position in the Department of <Name of Department> at California State University, Northridge.

This letter is to acknowledge receipt of your application letter and supporting materials. The Search and Screen Committee will be reviewing all applications and you will be receiving further information regarding the progress of your candidacy by March 20, 2015.

Please complete the enclosed Affirmative Action Survey Form (AA-2) and return it in the enclosed postage-paid envelope or electronically to [equityanddiversity@csun.edu](mailto:equityanddiversity@csun.edu). Applicants wishing to request accommodations based on disability statuses may contact the Office of Equity and Diversity, (818) 677-2077.

Again, thank you for your interest in California State University, Northridge.

Sincerely,

<Name of Chairperson>, Chair  
Search and Screen Committee  
Department of <Name of Department>

**APPENDIX D**

**LETTER C  
SAMPLE LETTER OF ELIMINATION**

Date

Name

Address

City, State, Zip

Dear:

The Search and Screen Committee wishes to apprise you of developments that affect your interest in a position in the Department of <Name of Department> at California State University, Northridge.

A large number of well-qualified persons applied for the position. While we appreciated the opportunity to review your application, it was not selected for further consideration. Your application was carefully reviewed by the Search and Screen Committee but it was determined that you are not among those candidates whose background most clearly meets the needs of this position.

In the event you should be interested in a position in the University in the future, it will be necessary to reapply because we do not maintain an active file of candidates for previous positions.

Thank you for taking the time to compile the information you made available to us and for your interest in our University.

Sincerely,

<Name of Chairperson>, Chair  
Search and Screen Committee  
Department of <Name of Department>

**APPENDIX D**

**LETTER D**

**(application letter, current curriculum vitae, no letters of recommendation)**

Date

Name

Address

City, State, Zip

Dear:

Thank you for your interest regarding a position in the Department of <Name of Department> at California State University, Northridge.

This letter is to acknowledge receipt of your application letter and current curriculum vitae. At this time, the Search and Screen Committee would like to ask you to submit three letters of recommendation from individuals who are familiar with your qualifications. The deadline for submission of information is February 5, 2015. The Search and Screen Committee will be reviewing all applications and you will be receiving further information regarding the progress of your candidacy by March 20, 2015.

An Affirmative Action survey form is enclosed which you may complete and return in the enclosed post paid envelope or electronically to [equityanddiversity@csun.edu](mailto:equityanddiversity@csun.edu).

Again, thank you for your interest in the position and our University.

Sincerely,

<Name of Chairperson>, Chair  
Search and Screen Committee  
Department of <Name of Department>

## APPENDIX E



CALIFORNIA  
STATE UNIVERSITY  
NORTHRIDGE

## FACULTY POSITION OPENING

**Department:****Effective Date of Appointment:**

(Subject to Budgetary Approval)

**Rank:**

**Salary:** Dependent upon qualifications

**The University:**

Serving more than 38,000 students each year, CSUN is one of the largest universities in the United States. CSUN ranks 10th in the country in awarding bachelor's degrees to underrepresented minority students, fifth nationally in awarding master's degrees to Hispanic students and enrolls the largest number of deaf and hard-of-hearing students of any U.S. state university. CSUN's 171 academic programs and engaged centers enjoy international recognition for excellence. CSUN currently partners with more than 100 institutions of higher education in 22 countries around the globe and attracts the largest international student population of any U.S. master's level institution. Situated on a 356-acre park-like setting in the heart of Los Angeles' San Fernando Valley, the campus features modern educational buildings and world-class LEED Gold-certified performing arts and recreational facilities recognized as among the best in the country. CSUN is a welcoming university that champions accessibility, academic excellence and student success.

CSUN is strongly committed to achieving excellence through teaching, scholarship, active learning and diversity. Our values include a respect for all people, building alliances with the community and the encouragement of innovation, experimentation and creativity. CSUN is designated as a Hispanic Serving Institution (HSI) and an Asian American, Native American, Pacific Islander Serving Institution (AANAPISI) and we value the diversity of all of our students and the campus community. CSUN actively encourages qualified candidates to apply who have experience working with students from diverse backgrounds and a demonstrated commitment to improving access to higher education for under-represented students.

As an Equal Opportunity/Affirmative Action employer, CSUN strives to create a community in which a diverse population can work, teach and learn in an atmosphere of civility and respect for the rights of each individual. We consider qualified applicants for employment without regard to race, color, religion, national origin, gender, gender identity/expression, sexual orientation, age, disability, genetic information, medical information, marital status, or veteran status. For more information about the University, check our website: <http://www.csun.edu/>.

**Qualifications:**

At time of appointment, the successful candidate, if not a U.S. citizen, must have authorization from the Bureau of Citizenship and Immigration Services to work in the United States.

**Responsibilities:****Application Deadline:**

Screening of applications will begin \_\_\_\_\_. Priority will be given to applicants who meet the screening deadline. However, the position will remain open until filled. Applicants should submit a letter of application, curriculum vitae, and three current letters of recommendation to the address below. In later phases of the search process, applicants may be requested to provide verification of terminal degrees, licenses and certificates.

**Inquiries and applications should be addressed to:****General Information:**

In compliance with the Annual Security Report & Fire Safety Report of Campus Security Policy and Campus Crime Statistics Act, California State University, Northridge has made crime-reporting statistics available on-line at <http://www.csun.edu/sites/default/files/clery-report.pdf>. Print copies are available in the library and by request from the Department of Police Services and the Office of Faculty Affairs.

The person holding this position is considered a 'mandated reporter' under the California Child Abuse and Neglect Reporting Act and is required to comply with the requirements set forth in CSU Executive Order 1083 as a condition of employment.

A background check (including a criminal records check) must be completed satisfactorily before any candidate can be offered a position with the CSU. Failure to satisfactorily complete the background check may affect the application status of applicants or continued employment of current CSU employees who apply for the position.

Applicants who wish to request accommodations for a disability may contact the Office of Equity and Diversity, (818) 677-2077.

