

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE



Manual of Procedures for Search and Screen Committees

for Academic-Administrative Positions

2022-23 Academic Year

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Introduction

This Manual is intended as a set of procedures for members of search and screen committees [hereinafter called “search committee(s)”] seeking to fill administrative positions. As such it is an adjunct to the University’s Administrative Manual (Section 600) and is designed to encourage recruitment of a broad and diverse pool of applicants as well as ensure that the hiring process is conducted with equal consideration and access for all potential candidates. The Manual describes best practices while acknowledging that in special circumstances departures from the described practices are unavoidable. In such circumstances the PP&R representative on the search committee or the chair of the search committee in case of searches for associate deans, in consultation with the Office of Faculty Affairs, the Chief Diversity Officer, or PP&R, if necessary, shall determine if the differences from the prescribed procedures are appropriate and within the spirit of this Manual. The specific administrative positions covered by these rules, the composition of specific search committees, and the manner of the appointment of committee members are identified in Sections 622.2 through 622.5 of the Administrative Manual.

(Note: Guidelines for Acting or Interim Administrative Appointments, see Appendix L)

A copy of this Manual shall be provided to all committee members by electronic distribution.

I. Roles of University personnel operating under these procedures

The Associate Vice President for Faculty Affairs (Executive Secretary of PP&R) serves as consultant on matters of University policy and practice.

The Administrative Unit Head/Appointing Administrator (President, Vice President, or Dean) designates an individual to provide staff support and maintain records for all search committees in the Administrative Head’s area.

The Chief Diversity Officer (CDO) 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.

The Associate Vice President for Human Resources is responsible for guaranteeing that position descriptions and vacancy announcements are consistent with institutional requirements, for preparing and placing off-campus advertisements for the position, and for publishing the vacancy announcement.

II. Equal Employment Opportunity (EEO) Best Practices for Search Committee Selection

a. Responsibilities of the Search Committee

As explained in the “Best EEO Practices in Hiring” training module, Federal and State civil rights and equal employment opportunity laws require CSUN to implement and enforce policies that will ensure equal employment opportunity in hiring. If a Federal or State audit should find discrepancies between a given department’s profile and the labor market availability of qualified candidates, CSUN would be required to demonstrate that it engaged in “good faith effort” to eliminate such discrepancy or face serious financial consequences. As a result, CSUN relies on

search committees to demonstrate and document this “good faith effort” that will ensure that the university abides by the EEO laws while also realizing its institutional commitments to diversity, equity, and inclusion through the hiring process. Thus, utmost care should be taken in selecting the members to serve on search committees so that they can help the university fulfill this extraordinary responsibility. Search Committee members must attend all committee member meetings associated with all stages of the search and fulfill their responsibilities in a professional manner. When the meeting schedule for the search committee is being set, and a Search Committee member realizes that they cannot make all the required search committee meetings, they must step down from the committee.

Each Search Committee member is responsible for completing all the rubrics for evaluating candidates at each component of the search during the screening process.

b. Composition of the Search Committee

The President or Designee will make a request for a search and screen committee to be formed, which consists of three Presidential appointees, including at least one faculty member; the President of Associated Students or designee; two faculty members appointed by the Personnel Planning and Review Committee; and the Faculty President or designee.

The elected Committee should be composed of reputable and experienced faculty and staff members, as well as diverse in terms of race/ethnicity, gender, age and rank. Keep in mind that faculty members from underrepresented groups often serve on more than their fair share of committees (the “cultural tax”). Thus, it is important to balance the need for diversifying the committee against the burden of additional “taxation” of this group. It is imperative that all committee members have a clean record in terms of Title IX, Title VII and EEO-related issues.

c. Conflict of Interest

Individuals who are themselves candidates for a position may neither serve on the search committee for that position nor participate in the interviewing of other candidates for the position. Remember also that, as noted in the [University’s Administrative Manual 620.3](#), “No University employee may initiate or participate in institutional decisions involving a direct benefit . . . to a member of the employee’s immediate family, a blood relative, or a person with whom the employee has an economic, sexual, or romantic involvement that could reasonably be perceived as impairing objectivity.” Not every situation is covered by Section 620.3 If confusion exists or a situation arises that cannot be resolved within the committee, then the committee, or an individual committee member, should consult with the Chief Diversity Officer to reach a resolution.

d. Confidentiality

All search committee proceedings and deliberations are confidential; thus, only Search Committee members can review files of applicants (see Administrative Manual Section 607). This means that once review of applications begin, Search Committee members cannot discuss applicants with anyone not on the committee, and NO application materials should be shared with university faculty or staff as this would compromise the integrity of the search. The only stage at which application materials can be shared with others outside the Search Committee is after candidates for campus visits have been publicly announced. At that stage, ONLY the CV and application materials deemed relevant to the campus interviews of those candidates who have been invited to campus can be shared with department faculty. When inviting candidates to campus, the Search Committee Chair should notify the candidate which of their application materials will be shared

with the rest of the campus stakeholders, in preparation for the visit interviews. The same application materials should be shared for all visiting candidates.

Search Committee members must not seek out or solicit information about an applicant that is not included as part of a candidate's application package. For instance, while Search Committees can use Google Scholar (or similar academic tools) to verify the candidate's publications or academic record listed in their CV, no general Google/online searching for non-academic information about a candidate is allowed. Similarly, no personal outreach is permitted to colleagues/acquaintances at the candidate's institution or elsewhere, who are not named as official referees in the candidate's application packet. Remember that the Search firm or HR will coordinate a background check to align with CSU policy which will include employment verification, education verification, references, and criminal records check. Note: the criminal records check may not commence until a contingent job offer is made. Search committee members should not participate in the background check process other than references. Violations of confidentiality by a committee member, or any other inappropriate behavior by other faculty members that could potentially jeopardize the search, or expose committee members to potential lawsuits, must be reported immediately to the Chief Diversity Officer by the individual who becomes aware of the violation.

e. Consult, consult, consult!

To minimize the possibility of error or misunderstanding, search committees are encouraged to consult as often as needed with appointing administrators and with the persons involved in the procedure (see above list) throughout the search.

f. Act professionally

All search committee members are expected to attend meetings and to fulfill their responsibilities in a professional manner in alignment with Section 604 of the Administrative Manual. Service on search committees is important to the mission of the University and members may have to devote time and effort beyond their usual working schedule to expedite the search. Any members not attending meetings or otherwise unable to fulfill their responsibilities should resign from the search committee or may be dismissed from service by a 2/3 vote of the search committee. Should a vacancy on the search committee occur before the list of final candidates has been identified, a replacement may be appointed by the body or person who originally made the appointment; after the list of finalists has been identified, no replacement may be named.

g. Search actively

In addition to placing advertisements, all search committees should actively search for potential candidates by all means possible. Among the possibilities are encouraging faculty and staff to identify desirable candidates, both internal and external, and networking with colleagues affiliated with other institutions and organizations. Committee members are especially encouraged to pursue any professional contacts that might provide information germane to the search. Committees should avoid simply placing ads and waiting for responses.

III. Steps of a Search

- Step 1: Initiation of the search
- Step 2: Convening of the search committee
- Step 3: Required training
- Step 4: Recruitment
- Step 5: Comprehensive search plan

- Step 6: Checking candidates' references
- Step 7: Interviewing best-qualified candidates (on campus)
- Step 8: Selecting finalists
- Step 9: The committee report and recommendation
- Step 10: Completing the search and closing the files

Step 1: Initiation of the search

Prior to the appointment of a search committee, a vacancy is identified and approved by the appropriate administrator(s). Following are the steps in the process:

1.1 Drafting of a position description

Prior to the first meeting of the search committee, the appointing administrator, in consultation with the Chief Diversity Officer and the Associate Vice President for Human Resources, drafts the "Performance Program," that is, a description of the position to be filled. A sample of such a description is included as Appendix A. Note: In some cases, a search firm may be identified in this step and may help to draft the position description and MVA.

1.2 Drafting of vacancy announcement

Prior to the first meeting of the search committee, the appointing administrator, in consultation with the Chief Diversity Officer and the Associate Vice President for Human Resources, drafts the Management Vacancy Announcement ("MVA"). A sample MVA is included as Appendix B.

1.3 Approval of position

The appointing administrator, or designee, meets with the Personnel Planning & Review (PP&R) Committee to present the position description and MVA. PP&R discusses the position and votes on whether or not to approve the search. PP&R also may provide suggested position description and MVA revisions to the search committee for its consideration.

1.4 Preparation of ad copy and identification of advertising media

The Associate Vice President for Human Resources prepares suggested ad copy and, in consultation with the Chief Diversity Officer, develops a list of advertising sources and placement services ("search firms") that might be utilized. The suggested ad copy and the list of advertising sources are then forwarded to the appointing administrator and to the search committee prior to or at its first meeting.

1.5 Preparation of the committee's charge

The appointing administrator prepares a written charge to the search committee and distributes that charge and a copy of this Manual to all committee members. The charge includes a:

- (1) statement of the search committee's responsibility and authority;
- (2) draft of the position description;
- (3) draft of the vacancy announcement;
- (4) description of the budget available for the search;
- (5) draft of suggested ad copy and a list of potential advertising sources;
- (6) preferred time by which the appointment should be made;
- (7) statement of the extent to which the administrative unit head wishes to be involved in the search;
- (8) review of institutional regulations applicable to the search, including

- (9) needs for record-keeping; review of the confidentiality requirement; and the role of the search committee after the final report is submitted.

Step 2: Convening the search committee

2.1 Calling of first meeting (“charge meeting”)

The appointing administrator convenes the first meeting (i.e., charge meeting) of the search committee as soon as possible after its members have been identified. In addition to the search committee members, the first meeting shall include: 1) the Chief Diversity Officer or designee, 2) the Associate Vice President for Human Resources or designee, 3) the Associate Vice President for Faculty Affairs or designee, and 4) the individual designated to provide administrative support for the committee, and, if a search firm is involved in the search, 5) the search firm representative.

2.2 Search committee actions

At its initial meeting, the search committee shall:

- (1) review the written charge from the appointing administrator;
- (2) elect a chair and designate another member as the Equity and Diversity Representative, who may not simultaneously serve as chair;
- (3) confer with the appointing administrator about the search in general and, if a search firm is involved in the search, about the role of the search firm and its representative during the search and screen process. If the appointing administrator has determined prior to the first meeting of the search committee that a search firm will assist with the search, the appointing administrator will confer with the committee during its first meeting about the role of the search firm and present the committee with a copy of the search firm’s proposal and plan. If a search firm has not been appointed prior to the first meeting of the search committee and the appointing administrator contemplates the use of a search firm or if the committee wishes to recommend the use of a search firm, the appointing administrator will confer with the committee at its first meeting about the possible use of a search firm, its role in the search, and specifications for the awarding of a contract. If a search firm is used, some of the activities listed in later parts of this Manual will be supported by the search firm. A copy of this Manual will be provided to the search firm when such entity is utilized in the hiring process. The chair of the search committee should maintain close contact with the search firm to ensure that a broad search is conducted, and that equity and diversity guidelines are met. The search committee is expected to cooperate with the search firm. The interviewing of the final candidates and the recommendation of finalists remains the responsibility of the search committee.
- (4) consider, with the appointing administrator, any revisions in the final vacancy announcement;
- (5) establish the timeline for the search;
- (6) prepare a recruitment plan (review the ad copy and the ad placement list and make changes as needed);
- (7) determine the most appropriate times for future meetings.

2.3 Role of the Search Committee Chair

Following is a list of duties of the search committee chair with assistance from staff designated by

the appointing administrator. Although any of the tasks may, at the chair's discretion, be delegated to other members of the search committee, the chair is responsible for ensuring that each is performed:

- (1) establishing a timely schedule;
- (2) initiating a network of contacts for recruitment;
- (3) drafting form letters;
- (4) establishing and maintaining files;
- (5) logging application materials;
- (6) developing evaluation instruments based upon the qualifications cited in the vacancy announcement (requires approval; see section 4.1 and sample in Appendix C);
- (7) scheduling interviews with candidates (requires approval; see section 4.6);
- (8) attending to the well-being of off-campus applicants, such as housing, transportation, special needs;
- (9) communicating with the academic department where finalists may be qualified for retreat rights, if any, to provide them a copy of the candidate's file and an opportunity to interview the candidate (per 622.1.2)
- (10) confirming candidates' continuing interest;
- (11) making telephone reference checks;
- (12) writing the final 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. 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., appointing administrator, Office of Faculty Affairs, Chief Diversity Officer) that equal employment opportunity requirements are not being met and corrective action is necessary.

2.5 Preparation of vacancy announcement

The search committee is granted an opportunity to provide feedback on the position announcement before placing the advertisement. The appointing administrator considers the feedback from the search committee and prepares the final vacancy announcement. The search committee chair distributes copies of the final vacancy announcement to all persons who were present at the charge meeting.

2.6 Review and approval of position description and MVA

Final draft versions of the position description and MVA, that include substantive changes, are reviewed and approved by 1) the Chief Diversity Officer, and 2) the Associate Vice President for Human Resources.

2.7 Preparing a comprehensive search plan

The Comprehensive Search Plan includes all the proposed components of the search: the Recruitment and Advertising Plan, the Position Announcement, and all the documents used to

review and evaluate those candidates according to the stated requirements of the Position Announcement. To minimize the influence of bias and erroneous assumptions by committee members, it is best to develop and utilize clear, objective, and measurable criteria for reviewing and evaluating all applicants. The Committee must have a robust discussion at the time of creating the Comprehensive Search Plan so that each member has a clear understanding of not only what will be evaluated, but also how it will be evaluated. The evaluation tools must include rubrics, questions, and scoring metrics that are used to evaluate how a candidate fits both the ‘required’ and ‘preferred’ qualifications in the Position Announcement. All the search documents and evaluation tools must be reviewed and certified by the Chief Diversity Officer as effective, equity minded, and EEO compliant.

Each position requires a Recruitment and Advertising Plan, which should be prepared by the Search Committee and reviewed and approved by the Chief Diversity Officer. This Plan should carefully map out the strategy for attracting and hiring the best qualified candidate from a diverse pool of applicants.

Among the publications and electronic media in which advertisements normally would be placed are:

- (1) Chronicle of Higher Education;
- (2) HigherEdJobs.com Website;
- (3) CSU Careers Website;
- (4) Inside Higher Ed;
- (5) Employment Opportunities Bulletin (for distribution to all CSU campuses and to all Southern California universities, community colleges, and social agencies);
- (6) appropriate professional and association publications.

In identifying organizations, agencies, groups, and individuals to which vacancy announcements are to be distributed, the search committee should make special efforts to include appropriate:

- (1) national affirmative action recruitment resources;
- (2) minority and women’s colleges and universities;
- (3) appropriate professional caucuses and associations; and
- (4) protected class registries, data banks, and directories.

2.8 Setting a timetable for the search

Before recruiting applicants, a reasonable timetable must be established by the search committee, keeping in mind that in certain searches time is of the essence and timely completion of the process is often crucial to hiring the best candidates. Following are guidelines in setting a timetable.

For advertisements:

- (1) allow sufficient lead time to prepare and distribute advertising;
- (2) keep all vacancies open at least two weeks after the first advertisement appears for internal campus searches; a minimum of four weeks is required for all other searches.

For nominations (if accepted):

- (1) set a deadline for receiving nominations that is at least three weeks earlier than the deadline advertised so as to allow sufficient time for nominees to prepare their applications; acknowledge all nominations (see Appendix D) and send each nominee a copy of the position description and the vacancy announcement; consider a nominee to be an applicant only if he or she indicates interest in the position by the postmark deadline established in the ads.

For evaluating applicants, include in the schedule:

- (1) two to three weeks for evaluating applications;
- (2) an additional two weeks for arranging and conducting interviews;
- (3) a meeting as soon as possible after the last interview to determine recommendations;
- (4) a schedule for multiple campus interviews; and
- (5) a timeline to complete the search process report as soon as possible for approval by the Chief Diversity Officer or designee, and by PP&R.

Step 3: Required Training

All search committee members are required to complete the following trainings (in this sequence) for the search process to proceed:

1. Best Equal Employment Opportunity (EEO) Practices in Hiring
2. Creating Equity-Minded Search Documents

Best EEO Practices in Hiring

The ‘Best EEO Practices in Hiring’ training module addresses why diversity and inclusion matter at CSUN, what the applicable state and federal non-discrimination laws and regulations are, and what the best EEO practices are for successful hiring.

Creating Equity-Minded Search Documents

The ‘Creating Equity-Minded Search Documents’ training module teaches search committees how to create equity-minded search documents and rubrics that are objective, non-discriminatory, and in compliance with EEO laws.

A search committee member is only considered up to date in their training for the duration of the academic year in which they received training and participated in the search process. Therefore, if a search committee member is elected to serve on a new search committee the following academic year, they must participate in a new set of trainings as part of the new search.

Step 4: Recruitment

4.1 Dissemination of ads and vacancy announcements

The Chief Diversity Officer apprises HR and the search committee of a broad variety of traditional and non-traditional recruitment sources, including lists of minority and women’s colleges and universities, professional caucuses and associations, and registries, data banks, and directories of the vacancy.

The Office of Human Resources provides resources in the placement of paid advertisement and announces the vacancy on the campus Careers Home page as well as the CSU Careers page.

4.2 Acknowledging and notifying applicants

Letters of acknowledgment are sent to all applicants. Requests for additional information may be included with the letter of acknowledgment. In cases where a search firm is utilized, letters of acknowledgment should include a copy of the confidential Applicant Flow Questionnaire (formerly AA-2 form).

All letters of acknowledgment must include the following statement, “Applicants who wish to request accommodations based on a disability may contact the Office of Equity and Diversity at (818) 677-2077.”

Step 5: Comprehensive Search Plan

To minimize the influence of bias and erroneous assumptions by committee members, it is best to develop and utilize clear, objective, and measurable criteria for reviewing and evaluating all applicants. The Committee must have a robust discussion at the time of creating the Comprehensive Search Plan so that each member has a clear understanding of not only **what** will be evaluated, but also **how** it will be evaluated. The evaluation tools must include rubrics, questions, and scoring metrics that are used to evaluate how a candidate fits both the ‘required’ and ‘preferred’ qualifications in the vacancy announcement.

5.1 Comprehensive Search Plan Elements

- (1) Vacancy announcement
- (2) Recruitment and Advertising Plan
- (3) Screening Rubric and Scoring Metrics
- (4) Phone/Zoom or in-person conference interview questions and scoring metrics
- (5) Letters of Recommendation (if requested as part of application materials)
- (6) On-campus visit activities

5.2 Processing unsolicited materials

All unsolicited materials (i.e., materials not sent nor requested by the candidate nor solicited by the search committee) should not be considered as part of the evaluation process.

5.3 Initial Screening

Employing the rubric, determine which candidates will be moved on to the interview stage.

5.4 Interviewing Candidates

After the initial screening, the search committee will identify candidates for interviews. All candidates should be interviewed in the same manner whenever possible and must be asked the same questions by the search committee.

5.5 Identifying best-qualified candidates

From among the candidates judged to be qualified, the search committee now identifies the best-qualified candidates. How this is done is up to the search committee. One acceptable approach is for each committee member to identify a specific number of candidates, say five, that the committee member judges to be the best qualified based upon established criteria from the position description and vacancy announcement. The search committee may then discuss and further evaluate these candidates until a consensus is reached as to the top few. Ideally, two groups of best-qualified candidates should be identified, one group to be considered for campus interview and a second group as a reserve pool.

Step 6: Checking candidates' references

Search Committee should conduct reference checks by phone, preferably after the on-campus visits are complete. Every job applicant must submit the names of three references who could speak to the candidate's ability to perform the job as described in the announcement. The vacancy announcement should explicitly state that one of the references should be an individual who has served in a supervisory role with the candidate. Only those references listed in the application materials may be contacted by the search committee for reference checks.

The Search Committee's role is to evaluate how well qualified the candidates are with respect to the stated qualifications in the vacancy announcement. Therefore, the reference check questions must adhere to the stated 'required' and 'preferred' qualifications for the position. Committees must use a standard set of questions for all applicants' referees, but the answers to the questions should not be scored as part of the evaluation process. Committee members performing reference checks must make sure that they do not eliminate any candidates without a legitimate, documented non-discriminatory business reason. If a candidate is not selected to advance in the search because of information learned during a reference check, the hiring authority must sign off on this decision.

If a reference provides unsolicited information that may be considered a 'red flag' pertaining to alleged misconduct with students, staff, or faculty colleagues, the search committee must promptly forward this information to the Chief Diversity Officer for proper vetting. Once submitted to the CDO, this potentially sensitive information may not be considered by the search committee in deliberations of the candidates.

Step 7: Interviewing best-qualified candidates (on-campus)

7.1 Structure of visit

Normally, visits are scheduled over 1-2 days to allow time for candidates to explore the campus, to meet with constituency groups, and talk to persons not on the interview list. If appropriate, the search committee should schedule a meeting for the candidate with the Department Chair and department personnel committee in a department where a concurrent faculty appointment could be made. To ensure that all candidates receive equitable treatment, the schedules (e.g., free time, meals, meetings with committee, faculty, administrators and others) should be as similar as possible. A sample interview schedule is included as Appendix G.

7.2 The interview schedule

The search committee, in consultation with the appointing administrator, establishes the itinerary of the candidate's visit. To assure that all appropriate persons are included on the interview schedule, make arrangements well in advance of a candidate's visit. In establishing the schedule, keep in mind that individuals who have themselves applied for a position may not be involved in the interview of other candidates for the same position. Whenever possible, the search committee should schedule both an initial and an exit meeting with each candidate.

7.3 Content and format of the interview

As indicated on Step 5 above, the search committee must establish the content and the format of the interviews, including a list of questions to be posed to each candidate. All questions must be relevant to the position and be designed to elicit information relevant to the job. The format of the interview (e.g., who asks which questions and the sequence in which the questions are asked) should be consistent for each candidate. Follow-up questions prompted by a candidate's response are usual. A sample interview format is included in Appendix H.

7.4 Reports of interviews

The search committee should review any written comments from attendees of individual or group sessions with the candidates.

Step 8: Selecting finalists

8.1 Recommending finalists

The final selection process begins only after the last candidate's visit is completed. The search committee usually identifies three or more of the best qualified candidates as finalists. Recommendations of finalists must be based upon the search committee's evaluation of each candidate's qualifications. The needs of a candidate's partner shall not be used as a criterion in the identification and recommendation of a finalist.

8.2 Review of reserve candidates

The search committee, in consultation with the appointing administrator, may determine that they would like to interview candidates from the reserve pool. Reserve candidates whose credentials are deemed sufficiently strong are called to verify their continued interest. For those still interested, reference checks and interviews should be conducted following the procedures identified above.

8.3 Lack of suitable finalists

If the search committee determines that there are no candidates for which it can make a recommendation for the position, the search committee reports this judgment to the appointing administrator and requests either that the committee be discharged or that the search be reopened. At this point, the search committee informs all remaining candidates – those interviewed and those still in the reserve pool – that the search has been discontinued without recommending any appointment.

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 9: The committee report and recommendations

9.1 Writing the report

Upon concluding its work, the search committee prepares a written report of its procedures and recommendations using the fillable [Administrator Hiring Search Report Form (available online)]. The search committee's report shall include:

- (1) the names of all finalists listed, at the committee's discretion, either alphabetically or in ranked order; [rank order is used only if requested by the appointing administrator.]
- (2) if ranked, a justification for the rank position of each candidate;
- (3) a general summary of each finalist's background and qualifications;
- (4) information about the procedures employed in the search, including the number and nature of interviews conducted;
- (5) a tally of the total number of applications received and the total number of applicants considered;
- (6) a description of the screening procedures, with particular attention to equity and diversity issues;
- (7) copies of announcement bulletins, advertisements, candidate evaluation forms, interview questions, comment sheets, and campus itinerary(ies).

Upon the request of the appointing administrator, a draft copy of the report may be made available to the appointing administrator prior to the approval of the report by the Chief Diversity Officer and PP&R. Under no circumstances can the appointing administrator act on the report until final approval of the search process by PP&R.

9.2 Reporting to the Chief Diversity Officer

Prior to submitting the report to PP&R, the report is first submitted to the Chief Diversity Officer who certifies in writing that the search was conducted in an equitable manner consistent with University policies and procedures.

9.3 Reporting to PP&R

The search committee submits its report, both orally and in writing, to the Personnel Planning and Review Committee. (At times when PP&R is not available, a subcommittee of PP&R can receive and review the report. If a subcommittee of PP&R is not available, the Faculty Senate Executive Committee or a subcommittee of the Faculty Senate Executive Committee can receive and review the report.) PP&R reviews the search procedures and recommendations to determine if the search was conducted in accordance with University rules.

After reviewing the search procedures, PP&R:

- (1) approves the procedures and forwards the search committee's recommendations to the President of the University or designee; or

- (2) returns the report to the search committee with specific recommendations for corrective action; or
- (3) after consultation with the Chief Diversity Officer, recommends to the President or designee that the search be canceled and a new committee be established.

9.4 Conferring with the President

If requested by the President to do so, the search committee meets with the President or designee to discuss the report.

Step 10: Completing the search and closing the files

10.1 Notifying candidates not recommended

All candidates from the reserve pool and candidates who were interviewed but not recommended to the President or designee should be notified by the search committee chair that they are no longer being considered. If a candidate has been selected and has accepted the position, the reserve and interviewed candidates may be told the position is filled. Candidates recommended to the President or designee will be notified of the outcome of the search by the President or designee.

10.2 Notifying candidates recommended to the President or designee but not hired

When requested by the President or designee, the search committee chair will notify these individuals that they will not receive the appointment.

APPENDIX A

PERFORMANCE PROGRAM (SAMPLE)

Name:

TITLE: Dean

CLASSIFICATION:

Administrator IV

DEPARTMENT: Mike Curb College of Arts, Media, and Communication

STATEMENT OF DUTIES AND RESPONSIBILITIES

Relationships:

Reports to:	Provost and Vice President for Academic Affairs
Subordinate Staff:	Associate Dean; Manager of Academic Resources; Director of Student Resource Center; General Manager, KCSN; Director of Entertainment Industry Institute; Dean's Administrative Assistant; Administrative Support Assistants
Internal Contacts:	Members of the Provost's Council; other university administrators; Department Chairs and Faculty of the Mike Curb College of Arts, Media, and Communication; various other university employees
External Contacts:	Counterparts on other campuses; professional arts and communication organizations; Chancellor's Office staff; the Greater Los Angeles arts and communication communities.

Scope of Function and Responsibilities:

The Dean of the Mike Curb College of Arts, Media, and Communication provides primary leadership for the College's educational programs and for its connections to the artistic and entertainment communities of the region. The Dean reports to the Provost and Vice President for Academic Affairs and serves on the Provost's Council. The Dean has primary responsibility to develop and administer the College's instructional programs; plan and administer the College's budget; make independent recommendations on all College personnel and performance/exhibition matters; recommend appointment of Department Chairs and Directors and supervise their administrative activities; lead curricular improvement and innovation; create and sustain an environment supportive of research, scholarship, creative activities, teaching, and academic excellence; and represent the College in the University and community. The Dean interprets policies developed at the university and state levels and assures that they are implemented effectively. The Dean supervises a staff of professional, technical, and clerical personnel so that the College contributes to College and University goals. Of primary importance among the Dean's responsibilities is fundraising to support the mission of the College and University and encouraging and assisting faculty in seeking external support of research and academic programs. Develops and maintains professional relationships with groups and agencies beyond the University that have direct involvement with the disciplines of the College. Finally, the Dean performs such other duties as may be assigned by the Provost and Vice President for Academic Affairs.

Duties and Responsibilities:

1. Recommending the appointment of persons to fill all faculty and staff vacancies within the College.
2. Evaluating the performance of all employees within the College and offering appropriate recommendations regarding their retention and professional advancement.
3. Assisting in the development of appropriate arts and communication curricula and programs and providing leadership in advancing the changes necessary for the maintenance and improvement of academic quality.
4. Determining the resources necessary for offering programs of high quality and effectively representing the requirements through appropriate budgetary requests.

5. Managing the resources available to the College in ways which balance efficiency and effectiveness thoughtfully.
6. Managing the instructional physical facilities of the College, including rehearsal rooms, performance halls, galleries, studios, and office space assigned to the College.
7. Reviewing and approving the schedule of courses offered by units within the College and the reassignment of faculty responsible for the courses.
8. Reviewing the administrative organization of the College and recommending changes appropriate to the accomplishment of university and College goals.
9. Providing advice and counsel to university officials on matters of importance to the university and to the College.
10. Developing and maintaining relationships with arts and communication organizations and agencies beyond the university.
11. Creating and maintaining lines of communication between the College and individuals and groups within the entertainment and arts industries of the San Fernando Valley and Greater Los Angeles.
12. Developing and providing university service for community programs and activities in the arts and communication and developing community support for these programs at CSUN.
13. Representing CSUN and the College in community, municipal, regional, state, national, and international activities.
14. Providing leadership in responding to the increasing ethnic diversity and international character of the University and developing and implementing affirmative action and educational equity efforts.
15. Developing contacts with potential funding sources in the private and public sectors and soliciting funds from such sources for the support of the arts programs and other programs of the College.
16. Providing leadership and direction to the administrative officers, department chairs, directors, and faculty within the College of Arts, Media, and Communication.
17. Creating a supportive environment for the creative and scholarly activities of the faculty, and finding resources to support such activities.

Approved Signatures:

Provost and Vice President for Academic Affairs

Date

Associate Vice President for Human Resources

Date

Chief Diversity Officer

Date

APPENDIX B



Management Vacancy Announcement (Template)

POSITION TITLE

CSUN's Commitment to You

CSUN is committed to achieving excellence through teaching, scholarship, learning and inclusion. Our values include a respect for all people, building partnerships with the community and the encouragement of innovation, experimentation and creativity. CSUN strives to cultivate a community in which a diverse population can learn and work in an atmosphere of civility and respect. CSUN is especially interested in candidates who make contributions to equity and inclusion in the pursuit of excellence for all members of the university community.

The University:

One of the largest universities in the country, California State University, Northridge (CSUN) is an urban, comprehensive university that delivers award-winning undergraduate and graduate programs to nearly 40,000 students annually and counts nearly 400,000 alumni who fuel the region's economy. Since its founding in 1958, CSUN has made a significant and long-term economic impact on California, generating nearly \$1.9 billion in economic impact and more than 12,000 jobs each year. CSUN is a designated Minority-Serving and Hispanic-Serving Institution, nationally recognized for success in serving a diverse student body. The Association of Public and Land-grant Universities named CSUN an Innovation and Economic Prosperity University, the Wall Street Journal ranked CSUN third in the nation for the university's diverse learning environment, and CSUN is the nation's seventh-ranked school on CollegeNet's 2021 Social Mobility Index.

About the College:

The Position of:

- As a leader, demonstrates a commitment to student success that is mission aligned with the university's vision, values and priorities. Establishes an ethical and collegial work environment, promoting a collaborative, accountable and inclusive team. Encourages a courageous and resilient solution-oriented environment by participating in new opportunities to further the mission of the university. Participates in developing initiatives that further support the campus mission with a service-oriented and catalytic mind set. Strengthens employees by being communicative and a talent builder that develops team attributes, furthering departmental goals.

Qualifications:

Knowledge, Skills, Abilities & Leadership:

- Lead diverse teams to support the operational mission and vision of employers by fostering an ethical, inclusive and collegial work environment.
- Demonstrated ability to support ongoing improvement through courageous, resilient, and catalytic leadership.
- Lead varying initiatives through a collaborative, service-oriented and communicative approach.
- Demonstrated commitment to employee development, recognition, and accountability to further operational goals.

Salary/Benefits: Salary is commensurate with knowledge, skills, and experience. The University offers excellent fringe benefits.

Application Period

Applications received through (6 weeks from posting date) will be considered in the initial review and review of applications will continue until position is filled.

In order to be considered in the initial review, applications must be submitted prior to the date listed above. Application submissions received after the initial review date will be reviewed at the discretion of the University.

Effective Date of Appointment: (Date) / As soon as possible.

How to Apply

Candidates should apply by completing the CSUN on-line application. To submit an application and for more detailed information on the application and hiring process, please visit this link: www.csun.edu/careers

Background check

This position is a sensitive position as designated by the CSU.

A background check (including a criminal records check) must be completed satisfactorily. Failure to satisfactorily complete the background check may affect the status of candidates who apply for the position.

CANRA

The person holding this position will be considered a 'limited 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.

Conflict of Interest

This position is a "designated position" in the California State University's Conflict of Interest Code. The successful candidate accepting this position is required to file Conflict of Interest forms subject to the regulations of the Fair Political Practices Commission.

Equal Employment Opportunity

CSUN is an Equal Opportunity Employer and prohibits discrimination on the basis of race, color, ethnicity, religion, national origin, age, gender, gender identity/expression, sexual orientation, genetic information, medical condition, marital status, veteran status, and disability. Our nondiscrimination policy is set forth in [CSU Executive Order 1096](#). Reasonable accommodations will be provided for applicants with disabilities who self-disclose by contacting Recruitment Services at 818-677-2101.

APPENDIX C

SAMPLE FIRST EVALUATION AND DISPOSITION SHEET
DEAN, COLLEGE OF HUMANITIES

(Note: The evaluation instrument must be based on the position description in the MVA)

Applicant: _____

Applicant No.: _____

Current Position: _____

Approved by: _____
Chief Diversity Officer

Institution: _____

Date: _____

1. <u>First Evaluation</u>	YES	NO	?
A. Academic and Technical Qualification			
1. Earned doctorate or appropriate terminal degree in a related discipline from an accredited institution or equivalent	_____	_____	_____
2. Qualified for advanced rank faculty appointment in a College of Humanities Department	_____	_____	_____
3. Evidence of scholarly and/or creative professional accomplishments	_____	_____	_____
4. Evidence of college or university teaching experience	_____	_____	_____
B. Administrative Experience			
1. Successful academic administrative experience as Department Chair or above	_____	_____	_____
2. Demonstrated ability in seeking external support	_____	_____	_____
3. Demonstrated ability to be an articulate spokesperson for the College within the University and in the community	_____	_____	_____
4. Demonstrated ability to develop positive relations with students, faculty, and staff	_____	_____	_____
5. Demonstrated ability to promote cultural diversity and educational equity	_____	_____	_____
C. Meets Minimum Qualifications	_____	_____	_____

Evaluator: _____

Date: _____

10. Demonstrated ability to work collaboratively with students, faculty, university administrators, alumni, and business/community leaders O G S W N U

11. Demonstrated ability to sustain an environment supportive of

a. research, scholarship, creative activity O G S W N U

b. teaching O G S W N U

c. academic excellence O G S W N U

12. Demonstrated ability to represent the college in the university and community O G S W N U

13. Demonstrated ability to build strong relationships with the business community O G S W N U

14. Record of successful fundraising and other development activities O G S W N U

15. Demonstrated ability to provide effective leadership in responding to the increasing ethnic diversity and international character of the university and its service area O G S W N U

OVERALL SUMMARY O G S W N U

RECOMMENDATIONS:

a. Keep in top finalist pool YES NO

b. Reserve pool – possible finalist YES NO

c. Drop from finalist and reserve pool at this time YES NO

Reviewer: _____

APPENDIX D

SAMPLE LETTER OF ACKNOWLEDGMENT OF APPLICATION

DATE

<Name>

<Address>

<City, State, Zip>

Dear <Name>:

Thank you for your interest regarding the position of the Dean of the College of <Name of College> 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 receive further information regarding the status of your candidacy.

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

Sincerely,

<Name of Search Committee Chair>, Chair
Search and Screen Committee for
<Position Title>

APPENDIX E

SAMPLE LETTER OF ELIMINATION

DATE

<Name>

<Address>

<City, State, Zip>

Dear <Name>:

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

A large number of well-qualified persons have 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 Committee but it was determined that you are not among those candidates whose background most closely meets the needs of this position.

Thank you for your interest in California State University, Northridge.

Sincerely,

<Name of Search Committee Chair>, Chair
Search and Screen Committee for
<Position Title>

APPENDIX F

California State University, Northridge

**TELEPHONE EVALUATION AND DISPOSITION SHEET
DEAN OF THE COLLEGE OF HEALTH AND HUMAN DEVELOPMENT**

Applicant _____ Date _____

Person Contacted _____ Title _____

Institution _____ Phone _____

Committee Member Making the Call _____

1. Explain to person contacted why you are making the call.

_____ has applied for the position of Dean of the College of Health and Human Development at California State University, Northridge and your name was supplied as a reference. We have a series of questions we are using for these telephone evaluations. Would you be willing to respond?

2. Briefly explain functions and responsibilities of the Dean of the College of Health and Human Development.

The Dean of the College of Health and Human Development reports to the Provost and Vice President for Academic Affairs and oversees the College's departments and programs. The Dean has primary responsibility for determining proper use of allocated resources and, in cooperation with the faculty, for maintaining and improving the quality of instruction; for creating and sustaining an environment supportive of excellence in research, scholarship and teaching within the context of a learning organization; and for planning and administering the College's budget. The Dean plays a major role in developing and maintaining external relations with organizations and individuals in the community and in government and in seeking supplementary external support for the College.

3. How long and in what capacity have you known the candidate? How well has the candidate performed in that position?
4. What kind of experience has the candidate had in working with faculty/staff on personnel issues in a collective bargaining environment?
5. What is your assessment of the candidate's skills in supervising faculty and staff?
6. How successful has the candidate been in dealing with budget planning and administration?
7. Does the candidate appear to have a vision of the future for his/her department/college? How well has the candidate developed and implemented plans to achieve that vision?
8. Please give me an example or explain how the candidate has been supportive of research, scholarship, and/or creative activity

Search and Screen Reference Questions

Page 2

9. How has the candidate shown leadership in developing relations both within the organization and with outside organizations?
10. How successful has the candidate been in securing external funding (grants, private donors, foundation grants, etc)?
11. CSUN is a diverse workplace with individuals from a multitude of backgrounds. Please comment on the candidate's ability to demonstrate leadership with regard to equity, diversity, and inclusion.
12. Would your university hire this person as a dean? Why or why not?
13. Are there any other strengths or weaknesses we should know about this candidate in evaluating his/her qualifications for the position of Dean?
14. Is there anyone else whom we should contact for further information about the candidate's qualifications for the Dean's position at CSUN?

Additional comments:

APPENDIX G

**(SAMPLE)
DEAN OF THE COLLEGE OF ENGINEERING & COMPUTER SCIENCE
CANDIDATE SCHEDULE**

(CANDIDATE NAME)

MONDAY, MARCH 10, 2023

9:00 – 10:15 AM	Search Committee Location: University Hall 277
10:15 – 11:00 AM	Provost’s Council Location: University Hall 277
11:00 – 12:00 PM	Campus Tour
12:00 – 1:30 PM	Lunch with Department Chairs Location: University Club
1:30 – 2:30 PM	Open Meeting with College of Engineering and Computer Science Faculty and Staff Location: University Hall 277
2:30 – 3:00 PM	Break
3:00 – 5:00 PM	Presentation and Reception Location: University Hall 277
5:30 PM	Dinner with Committee Members

TUESDAY, MARCH 11, 2020

8:00 – 9:00 AM	Provost Location: University Hall 220
9:00 – 9:30 AM	Dean’s Staff Location: University Hall 277
9:30 – 10:15 AM	Director of Development Manager of Academic Resources Location: University Hall 277
10:15 – 11:15 AM	Open Meeting with College of Engineering and Computer Science Students Location: University Hall 277
11:15 – 12:00 PM	Department of Mechanical Engineering Personnel Committee Location: University Hall 277

APPENDIX H

HHD Dean Search and Screen Committee Interview Questions

Candidate Name _____ Date _____

1. As an administrator, what has been the most difficult situation you have had to handle and how did you resolve it?

2. Please identify what you see as the current trends in higher education. Given these trends and your knowledge of the College of Health and Human Development, what would be your vision for the college in the next five years?

3. We aspire to be an innovative, collaborative, learning community of students, staff, and faculty who foster the optimal potential and development of our members and those we serve. Please comment on how this vision complements your own vision for the college.

4. What priority would you assign towards supporting faculty research? In what way(s) would you assist faculty committed to conducting research?

5. A number of recent activities in the college have focused on efforts to enhance interdisciplinary, cross-disciplinary, and integrated studies. How would you facilitate the continuation of such efforts.

6. In the disciplines represented in the college, there are many opportunities for service to the community. What should be the balance between research, service to the university, and service to the community?

7. A Dean must maintain open lines of communication with a variety of different constituencies (Provost's Office, Provost's Council, faculty in each department, department chairs, staff, and faculty governance committees). The person in the position will be dealing with very sensitive issues (personnel decisions, space and resource allocations). What skills do you have and what techniques and strategies would you use to facilitate productive communication?

8. What is your experience with fundraising and development activities? How would you propose to meet University expectations in these areas?

9. What is it about this position that interests you? Why do you wish to leave your current position?

APPENDIX I

SEARCH AND SCREEN CHECKLIST – COMMITTEE MEMBERS

1. Position description drafted/updated (appointing administrator)
2. Vacancy announcement drafted

During the first meeting, the Committee:

3. Elects the Chair and E&D Representative
4. Reviews the vacancy announcement and determines where to place advertisements
5. Establishes timetable
6. Develops a recruitment plan, which must be approved by Chief Diversity Officer
7. PP&R Committee approves search

After the first meeting:

8. Appointing administrator approves announcement, obtains approval of the announcement from the Chief Diversity Officer and AVP of Human Resources, and sends a copy to each committee member.
9. Ads are placed by the Office of the AVP of Human Resources
10. Letter of acknowledgement sent to each applicant
11. Evaluation instruments devised by Committee and approved by Chief Diversity Officer prior to initial screening
12. Initial screening of applications is conducted. Committee members fill out evaluation instrument for each candidate. Candidate pool is further narrowed with a second evaluation instrument and/or telephone/skype interviews.
13. Committee conducts first interviews.
14. Chief Diversity Officer reviews files to determine if all candidates were given equal consideration
15. A list of interview questions to be asked of each candidate should be developed before the first interview
16. Evaluation/Comment Sheets should be drafted for all who meet with the candidate (to be returned to the Committee)
17. Top candidates are invited to campus for full interviews
18. Interview schedule is arranged (administrative support)
19. Committee members arrange who will take care of candidates while they are on campus

Search and Screen Checklist – Committee Members
Page 2

20. Finalists are recommended
21. If requested by the appointing administrator, a draft copy of the committee report may be made available to the appointing administrator. Additionally, committee members may meet with the appointing administrator at this time to discuss the recommendation of finalists and the report
22. Final report to Chief Diversity Officer, PP&R
23. Members of the Committee present the report to PP&R and answer any questions
24. PP&R approves the search process
25. If they have not done so previously, the Committee Members meet with the appointing administrator to discuss the recommendation
26. The appointing administrator does additional reference checking and makes the final offer
27. Search files are closed

APPENDIX J

SEARCH AND SCREEN CHECKLIST – COMMITTEE CHAIR

The Chair is responsible for ensuring that the following duties are accomplished:

1. Establishing a timely schedule
2. Drafting form letters
3. Establishing and maintaining files
4. Logging application materials
5. Developing evaluation instruments based upon the qualifications cited in the vacancy announcement
6. Certification by Chief Diversity Officer is attained
7. Confirming candidates' continuing interest
8. Making telephone reference checks
9. Scheduling on-campus interviews
10. Attending to off-campus applicants' well-being – housing, transportation, special needs, etc.
11. Writing the final report

These are the minimal duties; an active chair will initiate networking contacts as soon as possible. Also, please discuss these duties with the person who is providing administrative support.

APPENDIX K

SEARCH AND SCREEN CHECKLIST – ADMINISTRATIVE SUPPORT

1. Work closely with chair in completion of all tasks
2. Type any forms for the Committee
3. Send acknowledgement letters to each applicant
 - *get chair's permission to sign his/her name on letters*
 - *attach an AA-2 form with return envelope*
 - *keep a copy of the letter for the file*
4. Notify Committee members when applications are received
5. Make all arrangements for the campus interviews
 - *chair calls to get dates of availability for each candidate*
 - *check dates with key people: Provost, Committee, etc.*
 - *call candidates back to verify the date of their visit*
 - *candidate should arrange for own travel, to be reimbursed*
 - *contact all people who will be interviewing the candidates and arrange the schedule for each candidate (including room reservations)*
 - *make hotel reservations (bill to University)*
 - *process reimbursements for expenses during the campus visit*
6. Send letters to unsuccessful candidates notifying them that they have not been selected for the position
7. Contact Committee members to sign final report; after it has been signed by all, make copies for PP&R. Be sure to stamp it "Confidential"
8. Collect all required information at the conclusion of the search for the Search and Screen Committee Summary

APPENDIX L

GUIDELINES RESPECTING ACTING AND INTERIM ADMINISTRATIVE APPOINTMENTS

Approved August 5, 2004

Specific Procedures for all Acting and Interim Appointments

These procedures will be used for acting and interim appointments for full-time administrative positions which (1) are covered by Section 600, Academic Personnel Policies and Procedures, (2) are above the level of department chair, and (3) are for a period of one semester or longer. Normally an acting or interim appointment should last for a period of one year or less unless a longer appointment is necessary for recruitment, business operations or other institutional concerns. With the concurrence of the appointing administrator and the Personnel Planning and Review Committee, appointments may be longer than one year. Acting or interim appointments will not result in permanent appointments without a search conducted in accordance with the Search and Screen Manual.

Prior to the appointment of any individual to an acting or interim administrative position, the following steps will be followed:

- STEP 1 The Associate Vice President, Human Resources will provide a draft of the Performance Program and Management Vacancy Announcement for the vacancy to the appointing administrator. The appointing administrator will confer with the Chair of the Personnel Planning and Review Committee and the Chief Diversity Officer. One of the criteria for appointments to any administrative office should be the candidate's demonstrated commitment to equity and diversity.
- STEP 2 The Associate Vice President, Human Resources will post the Management Vacancy Announcement as appropriate and place any paid advertising.
- STEP 3 The Selection Committee, if one exists, or the appropriate administrator, will meet with the Chief Diversity Officer and describe the procedures followed in arriving at the list of final candidates for the position. The Chief Diversity Officer will certify that proper attention was paid to equity and diversity procedures during the search or suggest corrective measures to be taken before the final decision regarding the appointment is made.
- STEP 4 The appropriate administrator will meet with the Personnel Planning and Review Committee and describe the procedures followed in arriving at the list of final candidates for that position. PP&R will review the search procedures to determine if the search was conducted in accordance with University rules. After reviewing the search procedures, PP&R will
- (1) approve the procedures or
 - (2) notify the appointing administrator if there is a need for a corrective action with specific recommendations for the corrected action.
- STEP 5 Upon receipt and review of the findings and recommendations of the appointing administrator and the Personnel Planning and Review Committee, the President will make the final decision regarding the appointment.