

**CALIFORNIA STATE UNIVERSITY, NORTHRIDGE**



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

**for Academic-Administrative Positions**

**2020-21 Academic Year**

# **Manual of Procedures for Search and Screen Committees for Academic-Administrative Positions**

## **Introduction**

This Manual is intended as a guide 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.

## **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.

## **General guidelines 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 appointing administrators and with the persons involved in the procedure (see above list) throughout the search.

### **Maintain confidentiality.**

All search committee proceedings and deliberations are confidential. Questions and concerns

from anyone outside of the committee should be directed to the appointing administrator. Violations of confidentiality by a search committee member should not be ignored; depending upon the circumstances and the ability to substantiate allegations, some form of discipline or other action against a violator, including possible removal from the search committee, should be initiated by the appointing administrator.

**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 majority vote of the search committee. Should a vacancy on the search committee occur before the list of final candidates has been identified, PP&R may then appoint a replacement; after the list of finalists has been identified, no replacement may be named.

**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.

**Avoid 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, and/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.

**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: Checking candidates' references. Once a candidate has been identified as a finalist and with the candidate's approval, "off-list" reference calls may be included.
- Step 6: Interviewing candidates
- Step 7: Selecting finalists
- Step 8: The committee report and recommendation
- Step 9: 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.

### **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 needs for record-keeping;

- (9) 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. The appointing administrator may name a chair of the search committee. 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) if a search committee chair has not been named, the search committee designates one member the chair, and another member as the Equity and Diversity Representative. Both roles may not be served by a single committee member;
- (3) confer with the appointing administrator about the search in general and, if a search firm is involved in the search, 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 insure 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 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) confirming candidates' continuing interest;
- (10) making telephone reference checks;
- (11) 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 recruitment plan.**

Using the ad placement list from the Associate Vice President for Human Resources, a recruitment plan – that is, a listing of journals and other publications in which ads are to be placed and agencies to which vacancy announcements are to be mailed – is prepared by the search committee and approved by the Chief Diversity Officer.

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 four weeks (six is better) after the first advertisement appears.

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;
- (2) acknowledge all nominations (see Appendix D) and send each nominee a copy of the position description and the vacancy announcement;
- (3) 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: Recruitment**

#### **3.1 Dissemination of ads and vacancy announcements.**

The Chief Diversity Officer apprises 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.

#### **3.2 Acknowledging and notifying applicants.**

Letters of acknowledgment, together with Applicant Flow Questionnaire (Confidential) (formerly 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 (Applicant Flow Questionnaires may also returned electronically to the Office of Equity and Diversity), 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 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."

Applicants submitting materials after the stated deadline must be notified that they are not considered candidates. However, the application, with postmark as evidence of date of submission, is retained.

### **Step 4: Screening of applicants**

#### **4.1 Creation of evaluation instruments.**

Before screening applicants, the search committee identifies the criteria it will use in the evaluation process and creates evaluation instruments or rating sheets to document the evaluation of each candidate against the established criteria. Sample evaluation instruments are set forth in Appendix C, but note that they are samples only. The criteria used for the evaluation instrument

must be those cited in the position description and vacancy announcement. Ideally, a search will have one instrument to screen for minimum qualifications based on the vacancy announcement and a separate, second evaluation for weighting the criteria on the basis of qualifying terms such as “desirable,” “preferred,” or “critical.” Procedures used in the evaluation must be applied consistently to all applicants.

The evaluation instrument(s) and interview questions must be reviewed and approved by the Chief Diversity Officer prior to their use in evaluating candidates.

#### **4.2 Initial screening.**

In the initial screening, candidates 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 usual screening methods are:

- (1) evaluation by the search committee chair alone;
- (2) evaluation by members of the search committee, acting individually or as a group;
- (3) evaluation by one or more subcommittees, acting individually or as a group;
- (4) evaluation by a subcommittee that includes the Associate Vice President for Human Resources or designee, or the Chief Diversity Officer or designee.

No matter what procedure is used, care should be taken to insure the evaluations are made in a uniform and consistent manner. All evaluations must be placed in the candidate’s file.

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

All unsolicited materials (i.e., materials not sent nor requested by the candidate nor solicited by the search committee) are retained in a separate file (including photographs, published articles, awards, etc.). Such information may be consulted by search committee members only if directly relevant to candidates who are identified as among the best qualified and for whom reference checks are to be conducted.

#### **4.4 Elimination of unqualified candidates.**

When a candidate is eliminated from further consideration, reasons are noted and placed in the candidate’s file; the reasons for elimination must be specific and directly related to the qualifications advertised for the position. All candidates eliminated must be informed in a letter that they are no longer considered to be candidates. Reasons for eliminating a candidate are not cited in the letter. A sample letter of elimination is included in Appendix E.

#### **4.5 Identifying qualified candidates.**

Candidates who meet minimum qualifications should be notified by 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. Requests for additional materials beyond those listed in the vacancy announcement must be requested from all remaining candidates.

The appointing administrator or the search committee may determine there is an insufficient

number of minimally qualified candidates. Should the search committee determine that there is an insufficient number of minimally qualified candidates, the committee should notify the appointing administrator as soon as possible. In its notification to the appointing administrator, the committee should also: (1) request that the search be reopened to additional candidates; (2) suggest that the search be canceled and a new search conducted; or (3) recommend such other action as the search committee deems necessary and appropriate. Consultation with the Chief Diversity Officer is recommended.

#### **4.6 Interviewing Candidates**

After the initial screening, the search committee will identify candidates for remote interviews. These interviews may be via phone, Skype, or other similar means. All candidates should be interviewed in the same manner (using the CDO-approved interview questions). All candidates should be asked the same questions by the search committee.

#### **4.7 Identifying best-qualified candidates.**

If they have not already done so in the initial screening process, all committee members normally read the files of all remaining candidates and complete the second evaluation for each candidate.

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.

All candidates not included in the group to be interviewed or in the reserve group are notified by letter that they are no longer under consideration. For each candidate who is eliminated, a statement of the specific, job-related reasons for being eliminated is placed in the candidate's file. The statement should include the ways the candidate was weaker than candidates in the final group.

No courtesy interviews shall be given.

#### **4.8 Notifying the best-qualified candidates.**

Once the best-qualified candidates have been identified, the search committee must consult with the Chief Diversity Officer to determine that it has followed accepted procedure in arriving at its top candidates. The process continues when the Chief Diversity Officer or designee certifies in writing that the search committee has followed accepted procedures, or if necessary, that the committee has taken measures to rectify departures from established procedures.

Once the search committee's procedures have been reviewed, and the search committee receives the Chief Diversity Officer's letter certifying that equitable procedures have been followed thus far, candidates to be interviewed should be contacted by telephone to determine if they are still interested in the position. At this time it is also appropriate to ask permission to contact each

candidate's references. However, no commitment should be made in the telephone conversation to an interview.

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.

## **Step 5: Checking candidates' references**

### **5.1 Preparing questions for references.**

Before telephoning references, the search committee identifies the questions to be posed. It is important to plan questions carefully so as to ensure that all candidates are treated in a comparable manner. A sample set of questions is provided in Appendix F.

### **5.2 Reference checks preceding interviews.**

Ideally, for each candidate considered for a campus interview, a broad range of references should be checked before candidates are invited to campus. References should be chosen who can provide information germane to the position advertised. No candidate is to be invited for an on-campus interview until the candidate's references have been checked by telephone and the responses found satisfactory. Telephone checks by the search committee should include all professional references that can provide information germane to the search.

### **5.3 Recording and reporting responses.**

References' responses to questions should be noted and the notes placed in the candidate's file. If judged to be pertinent, job-related information volunteered by the references may also be noted. However, information provided that is not job-related, such as a candidate's race or marital status, must neither be included in the written report of the conversation nor reported verbally to the search committee; moreover, such information must not be taken into account when evaluating the candidate.

### **5.4 Action resulting from reference contacts.**

Candidates eliminated from further consideration as a result of reference checks are sent a letter of elimination similar to that sent to candidates eliminated earlier. No questions should be used in the interview process except those related to the vacancy announcement and the materials provided to the search committee by the applicants. Reference check information can be taken into consideration during the final evaluation of the approved candidate but should not be part of the interview process. Where a reference's response raises issues of concern, appropriate questions should be included in the interview to address those issues. In doing so, however, care must be taken to assure the confidentiality of the references and equitable consideration of all applicants.

## **Step 6: Interviewing best-qualified candidates (on campus)**

### **6.1 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.

### **6.2 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.

### **6.3 Content and format of the interview.**

In advance of the first interview, 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.

### **6.4 Reports of interviews.**

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

## **Step 7: Selecting finalists**

### **7.1 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 partner shall not be used as a criterion in the identification and recommendation of a finalist.

### **7.2 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.

### **7.3 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 8: The committee report and recommendations**

### **8.1 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.

### **8.2 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.

### **8.3 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.

### **8.4 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 9: Completing the search and closing the files**

### **9.1 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.

### **9.2 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.

### **9.3 Closing the files.**

Upon completing the search, all files are deposited in the Office of Human Resources. Files 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, notes from telephone inquiries, and the committee's report to PP&R, are included in the file.



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

**Dean  
College of Humanities**

**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 more than 330,000 alumni who elevate Southern California and beyond. 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 11,700 jobs each year. The LAEDC recognized CSUN as its 2015 Eddy Award winner for its positive economic impact. Serving more students on Pell Grants than any other institution in California, CSUN is also a social elevator and one of the most diverse universities in the country. CSUN ranks 13th in awarding bachelor's degrees to underrepresented minority students and seventh in bachelor's degrees to Latino students, serves the 13th largest Jewish student population, and enrolls the largest number of deaf and hard-of-hearing students of any U.S. state university. The journal Nature recently named CSUN a Rising Star for scientific research, and the NSF ranks CSUN in the top five nationally among similar institutions for graduates who go on to earn doctorates in the sciences. CSUN is where individuals rise. And through them, so does Greater Los Angeles and beyond.

**The College of Humanities:**

The College of Humanities is comprised of the departments of Asian American Studies, Chicano/Chicana Studies, English, Modern & Classical Languages & Literatures, Philosophy, Religious Studies, Women's Studies and the following interdisciplinary programs: Central American Studies, Classical Greek and Roman Civilization, Humanities, Jewish Studies, Liberal Studies and Linguistics. The college has approximately 126 full-time faculty, enrolls about 3,000 undergraduate and 250 graduate majors, and offers courses to over 18,000 students. Additional information about the college of Humanities and the university can be found at the university's Web address at: <http://www.csun.edu>.

**The Position of Dean, College of Humanities:**

The College of Humanities is seeking a creative, dynamic, and visionary Dean who will work collegially with faculty to achieve the educational goals of the college. The Dean reports to the Provost and Vice President for Academic Affairs and oversees the departments and programs. The Dean has the primary responsibility for working with faculty on instructional and curricular improvement; creating and sustaining an environment supportive of excellence in research, scholarship, and teaching; planning and administering the annual budget for the college; making independent recommendations on all college personnel matters; recommending appointments of department chairs and program coordinators; and supervising department chairs, program coordinators, and the staff of professional, technical, and clerical personnel. The Dean also has responsibility for providing effective leadership in responding to the increasing ethnic diversity and international character of the university, and in promoting Affirmative Action and educational equity efforts in the college and university. The Dean plays a major role in developing external relations with organizations and individuals in the community and government, and in seek supplemental external support for the college. The Dean represents the college in the university and community, and performs other duties as assigned by the Provost and Vice President for Academic Affairs.

**Qualifications:**

Earned doctorate from an accredited institution or its equivalent; qualification for a faculty appointment at an advanced rank within one of the departments of the college; demonstrated competency in university teaching; a record of scholarly and/or creative accomplishments; a record of successful academic administrative experience at the level of department chair or above including resource management and academic personnel decisions. Demonstrated ability to: lead and support the College in its commitments to excellence in teaching, scholarly research/creative activity, and the preparation of teachers; promote efforts to incorporate multicultural and international perspectives into the college academic programs and to foster a positive climate for a diverse and equitable community and students consonant with the university's efforts to promote cultural diversity and educational equity; seeking supplemental external support; establish and maintain effective and positive working relationships with students, faculty, and staff; and be an articulate spokesperson for the college within the university and a builder of relationships between the college and the community.

**Salary/Benefits:** Salary is dependent upon qualifications. The university offers excellent fringe benefits.

**Effective Date of Appointment:** No later than August 1, 2019.

**Applications:** Candidates must submit a cover letter, a current resume including the names of three professional references, and salary history for the last five years. Review of applications begins November 15, 2018 and continues until position is filled. Submit application to: Chair, Search and Screen Committee (Dean of Humanities) c/o Office of the Provost and Vice President for Academic Affairs, California State University, Northridge, 18111 Nordhoff Street, Northridge, CA 91330-8200

**Equal Employment Opportunity:**

California State University, Northridge is an Affirmative Action/Equal Opportunity Employer. We consider applicants for employment without regard to race, color, religion, national origin, age, gender, gender identity/expression, sexual orientation, genetic information, medical condition, marital status, veteran status, or disability. Reasonable accommodations will be provided for applicants with disabilities who self-disclose by contacting Recruitment Services.

**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. <b>First Evaluation</b>	<b>YES</b>	<b>NO</b>	<b>?</b>
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:** \_\_\_\_\_

**SAMPLE SECOND EVALUATION AND DISPOSITION SHEET  
DEAN, COLLEGE OF BUSINESS AND ECONOMICS**

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

Approved by: \_\_\_\_\_  
Chief Diversity Officer

Date: \_\_\_\_\_

Applicant: \_\_\_\_\_

Applicant No. \_\_\_\_\_

\*\*\*\*\*

**Evaluation Code:      O = Outstanding      G = Good      S = Satisfactory  
   W = Weak                      N = Not Acceptable      U = Unknown**

\*\*\*\*\*

1.      Earned doctorate from an accredited institution                      O G S W N U

\*\*\*\*\*

2.      Demonstrated ability to provide effective and innovative leadership                      O G S W N U

\*\*\*\*\*

3.      Effective communication skills    O G S W N U

\*\*\*\*\*

4.      Demonstrated ability to make independent recommendations on all college personnel matters                      O G S W N U

\*\*\*\*\*

5.      Proven experience as a successful supervisor of technical and clerical personnel                      O G S W N U

\*\*\*\*\*

6.      Successful experience with accreditation procedures and processes                      O G S W N U

\*\*\*\*\*

7.      Demonstrated ability to develop and administer the instructional program                      O G S W N U

\*\*\*\*\*

8.      Proven ability to lead curricular improvement and innovation                      O G S W N U

\*\*\*\*\*

9.      Demonstrated ability to plan and administer the college budget                      O G S W N U

\*\*\*\*\*

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, 2020

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

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

7. 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.
8. Ads are placed by the Office of the AVP of Human Resources
9. Letter of acknowledgement sent to each applicant
10. Evaluation instruments devised by Committee and approved by Chief Diversity Officer prior to initial screening
11. 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.
12. Committee conducts first interviews.
13. Chief Diversity Officer reviews files to determine if all candidates were given equal consideration
14. Reference checks done by Committee members
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

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 and deposited in the Office of Human Resources

## **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.