

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE



**Manual of Procedures for Search and Screen Committees
for Full-Time Faculty Positions
2021-2022 Academic Year**

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

Introduction

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

During the week prior to a search committee’s first meeting, the Department Chair will provide the link to electronic access to the manual to all committee members.

University personnel operating under these procedures:

1. *Faculty;*
2. *Department Chairs;*
3. *Department and College Equity and Diversity Representatives;*
4. *College Deans;*
5. *The Associate Vice President for Faculty Affairs (Executive Secretary of PP&R) serves as consultant on matters of university policy and practice;*
6. *The Chief Diversity Officer (CDO) provides consultation 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. [Note: State and Federal Legal Requirements in Recruitment (from the CDO) are found in Appendix A].*

General rules for search and screen committee members

Consult, consult, consult!

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

Maintain confidentiality

All search committee proceedings and deliberations are confidential; only search committee members can review files of applicants (see [Administrative Manual Section 607](#)). Violations of confidentiality by a committee member must be reported by the individual who becomes aware of the violation. Depending upon the circumstances and the ability to substantiate allegations, some form of reprimand or other action, including possible removal from the committee, should be initiated by the appropriate administrator (Dean or Office of Equity and Diversity Director).

Act professionally

All search committee members are expected to attend all meetings of the search committee and to fulfill their responsibilities in a professional manner. Should an opening on the committee

occur before the list of final applicants has been identified, the Department will elect a replacement. After the list of finalists has been identified, no replacement shall be named.

Search actively

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

Avoid conflict of interest

Members of search committees must make every effort to avoid conflicts of interest. Remember that the faculty member, as stated in the [University's Administrative Manual \(604.3.5\)](#), "does not participate in personnel evaluations, such as appointment... of a member of the faculty member's immediate family, a blood relative, or a person with whom the faculty member has an economic, sexual and/or romantic involvement that could reasonably be perceived as impairing objectivity." In an academic setting, a conflict of interest also includes the following: 1) a search committee member who has served as an applicant's thesis advisor, post-doctoral research advisor, or as a member of an applicant's thesis committee; 2) a search committee member who has co-authored a book, article, report, abstract, or paper with an applicant; 3) a search committee member who has served as a collaborator with an applicant on an unfunded or funded research project; 4) a search committee member who has served on an editorial board with an applicant or as a co-editor with an applicant. In such situations, search committee members must disclose in writing to their fellow committee members and to the Department Chair that they have an academic relationship with the candidate, and, depending on the situation, may need to recuse themselves from the search.

Not every situation is covered by Section 604. 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: The Charge Meeting with the Dean
- Step 2: Convening the search committee
- Step 3: Initiation of the search
- Step 4: Recruitment
- Step 5: Screening of applicants
- Step 6: Recommending an applicant for appointment
- Step 7: Completing the search report and closing the files

Before the election of a search committee, a faculty position authorization must be approved by the Provost and Vice President for Academic Affairs. Prior to approving recruitment for a tenure-track faculty position, the Department and College should provide the Provost/Vice President for Academic Affairs with compelling evidence that the position should be filled by a

probationary or tenured faculty member. The faculty position authorization includes information about the rank, salary range, program specialization, and initial appointment date of the position. Only the President or the President's designee can change the authorization or abort the search.

STEP 1: THE CHARGE MEETING WITH THE DEAN

The search and screen committee will meet with the college dean to discuss particular responsibilities of the proposed faculty position, the procedures to be employed in the search, and the timeframe for the search.

STEP 2: CONVENING THE SEARCH COMMITTEE

2.1 Composition of the search committee

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

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

The Department Chair will share the link to electronic access of this Manual to all elected search committee members prior to the first meeting of the committee.

A list of all faculty members on the Search and Screen committee must be shared with the CDO and Faculty Affairs as soon as possible.

There should be an odd number of committee members. If there is an even number, the committee must decide who will serve as the tie-breaker (Department Chair or Dean) before the review process begins.

The committee should keep in mind how the hiring process is viewed from the candidate's point of view. The committee may be the candidate's first interaction with the campus community and therefore the search committee composition should reflect our diversity as much as possible.

2.2 Calling of first meeting

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

At its initial meeting, the search committee:

- (1) reviews the committee's responsibility and authority with the Department Chair;
- (2) elects a committee chair from among the committee members;
- (3) selects the Equity and Diversity Representative;
- (4) discusses the extent to which the Department Chair wishes to be involved in the search;

- (5) reviews the final Faculty Position Announcement and recruitment plan;
- (6) reviews the ad copy and the ad placement list;
- (7) reviews the budget available for the search;
- (8) discusses the timeline for the search (see 3.1 below);
- (9) reviews institutional regulations applicable to the search, including needs for record-keeping;
- (10) reviews the confidentiality and conflict of interest requirements;
- (11) discusses the schedule for future meetings;
- (12) discusses any potential conflicts of interest;
- (13) discusses with the Dean whether the names of the applicants to be recommended for appointment are to be submitted to the Dean ranked or unranked.

Note: It is important to be mindful that the content of the Faculty Position Announcement (i.e., qualifications) is the basis for the first and second evaluation tools, and must be honored.

A Search Checklist for committee members is found in Appendix C.

2.3 Role of committee chair

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

- (1) establishing a timely schedule;
- (2) initiating a network of contacts for recruitment;
- (3) drafting letters with the Department Chair;
- (4) establishing files with office staff;
- (5) checking completeness of files;
- (6) developing evaluation questions based upon the qualifications cited in the position announcement;
- (7) confirming applicants' continuing interest;
- (8) scheduling interviews with finalists;
- (9) making telephone reference checks;
- (10) attending to the well-being of interviewees, such as housing, transportation, special needs, etc.;
- (11) writing the committee report.

A Search Checklist for the committee chair is found in Appendix D.

2.4 Role of the Equity and Diversity Representative

- The search committee will designate one of the search committee's members, other than the committee chair or Department Chair, as the committee's Equity and Diversity (E&D) Representative. Departments having more than one search committee will have an Equity and Diversity Representative appointed for each committee. Names of E&D

representatives are forwarded to the CDO by Department Chairs or search committee chairs immediately following the selection of the E&D representative.

- The committee's Equity and Diversity (E&D) Representative is required to participate in a Best Equal Employment Opportunity (EEO) Practices in Hiring training workshop offered by the Office of Equity and Diversity. All other committee members may be required to attend this training at the discretion of the Dean. Otherwise, other search committee members are encouraged to attend. Those members who attend the workshop are responsible for disseminating this information to every committee member who did not attend (Section 620.2.3). In addition, all members are required to complete a training Module on "Searches and Recruitment in the CSU", that they will be assigned as committee members directly through CSU Learn.
- While keeping in mind that ensuring equity and encouraging diversity is the responsibility of the entire committee, if at any stage in the search process, an Equity and Diversity Representative has reasonable cause to believe that equity and diversity requirements are not being met, the Equity and Diversity Representative shall recommend to the appropriate authority (i.e., Department Chair, Dean, Office of Faculty Affairs Office of Equity and Diversity), that equal employment opportunity requirements are not being met and corrective action is necessary.

STEP 3: INITIATION OF THE SEARCH

3.1 Drafting of the faculty position opening announcement

The Department Chair and Search Committee Members complete a Faculty Position Announcement (see Appendix F) and a Departmental recruitment plan for each position. This announcement, when approved, will constitute the position description used during the search. It is strongly recommended that search committee members consult with Faculty Equity Advocates (FacultyEquityAdvocate@csun.edu) on the content of the position announcement and recruitment plan before submission for approval. Search committee members are asked to please schedule appointments with the Faculty Equity Advocates early enough to allow sufficient time for review.

The position announcement, and all advertisements and notices for the position, should include the statements found in Appendix B and current versions of the boilerplate language.

There are basically four options for stating a deadline:

- 1) An absolute deadline date for applications. Applications received after this date are not reviewed. If the pool of applicants is inadequate in number and/or quality, the search can be reopened only if approved by the Dean, the CDO, and the Provost and then advertised as a re-opened search with a new deadline. (Please note that when a position is re-opened, the job description must remain exactly the same except for the deadline.)

- 2) Separate deadlines for the beginning and ending of screening. That is, “screening will begin on date X and continue until date Y.” All applications received during this time must be reviewed, and none submitted after date Y can be reviewed.
- 3) A deadline of “screening to begin on date X and position open until filled.” All applications must be reviewed until the position is filled, regardless of when submitted. This is true even if the Department has settled on a short list of finalists. Often a search committee will appoint a subcommittee to review applications received after the committee has settled on a tentative list of finalists, and, using criteria established by the entire committee, the subcommittee will alert the larger committee if a promising application has been received and needs to be reviewed by the entire committee.
- 4) A deadline of “screening to begin on date X but priority given to applications received by date Y and open until filled.” Same process as number 3 above but after date Y, applications can be set aside and reviewed as a group if and when the committee has decided that the pool of earlier applications is not rich enough.

All members of the search and screen committee must agree on and commit to the deadline option selected.

3.2 Preparing a recruitment plan

Each position requires a documented Recruitment Plan which is prepared by the department chair and the search committee.

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

The Plan should contain the following:

- Recruitment and advertising resources, including but not limited to the following:
 - Traditional and non-traditional journals and other publications – both online and print
 - Internet career websites and job boards
 - Directories and resume banks
 - Job fairs
 - Professional associations, caucuses and networks
 - Other universities – local and national
 - Social agencies
 - Professional conferences
 - Word of mouth
- Posting period for each source
- Sites Posted by Faculty Affairs
 - The Chronicle of Higher Education
 - LinkedIn (Diversity)
 - Higher Education
 - Hispanic Association of Colleges & Universities

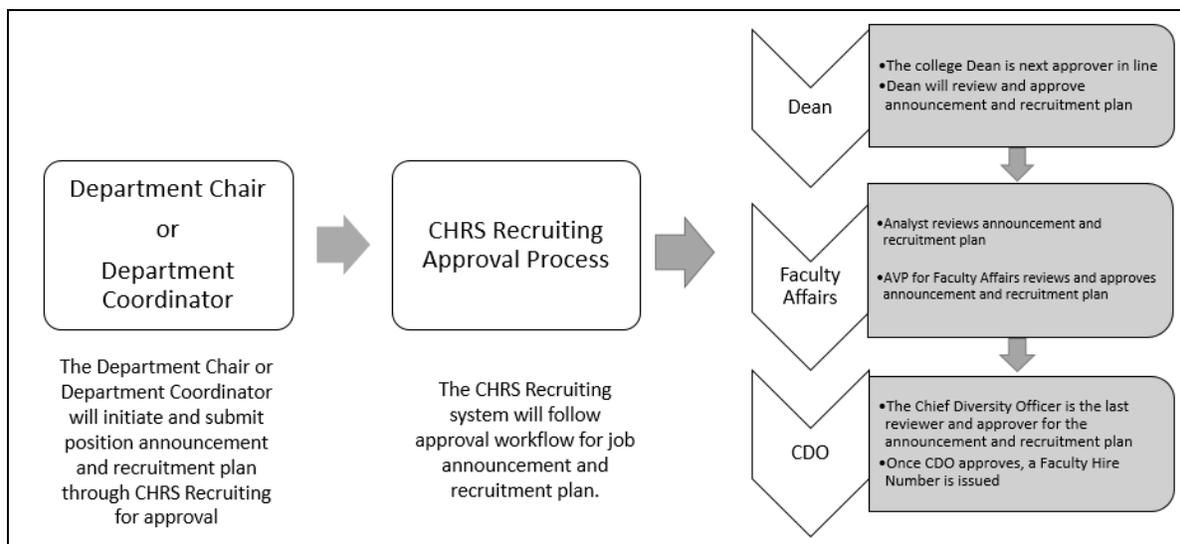
- Diverse Issues in Higher Education
- Blacks in Higher Education
- Native Americans in Higher Education
- Women in Higher Education
- Insight into Diversity
- Faculty Affairs
- Cal Jobs Service EDD
- Prism
- LGBT in Higher Education

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

A list of diversity recruitment resources may be found at: <https://www.csun.edu/eqd/faculty-hiring>. Search committees are encouraged to consult with the Faculty Equity Advocates (FacultyEquityAdvocate@csun.edu) during the development of the recruitment plan. Search committee members are asked to please schedule appointments with the Faculty Equity Advocates early enough to allow sufficient time for review.

3.3 Submission and Workflow for Faculty Position Announcement and Recruitment Plan

Once complete, the proposed Faculty Position Announcement form and recruitment plan are submitted through a new recruiting system called CHRS Recruiting, which has been implemented at CSUN for tenure-track faculty recruiting starting Fall 2021. This new recruiting system will allow departments to better attract, hire, and onboard new tenure-track faculty. For more information on how to use this system, please visit the Faculty Affairs webpage at: <https://www.csun.edu/faculty-affairs/hiring>. Below is a diagram of the system workflow that has been implemented in order for the faculty position announcement and recruitment plan to be reviewed, approved, and posted.



Below are the steps that will be taken through the CHRS Recruiting system:

- **Step 1:** The Department Chair or Department Coordinator submits position announcement and recruitment plan through CHRS Recruiting system for approval.
- **Step 2:** CHRS Recruiting will go through a workflow of approvals to get confirmation from each unit on their approval of the announcement and recruitment plan. The workflow follows this path:
 - The college Dean reviews the submitted documents and provides feedback or approval via CHRS Recruiting.
 - Next, the approval goes to Faculty Affairs for further review. The Senior Academic Personnel Analyst and the Associate Vice President for Faculty Affairs will review the announcement and recruitment plan to ensure they are accurate, equitable and clear.
 - Lastly, the approval path goes to the Chief Diversity Officer (CDO) for final review and approval. If the announcement and recruitment plan are okay, the CDO will provide a Faculty Hire Number and approve the request for processing.
- **Step 3:** With the approval of the CDO, Faculty Affairs will publish the announcement in the Careers@CSUN page (<https://www.csun.edu/careers>) for applicants to view and apply for the job. Additionally, Faculty Affairs will post the announcement in the centrally approved and funded recruiting websites.

Please note: Recruitment for the position shall *not* begin prior to approval notification from Faculty Affairs.

STEP 4: RECRUITMENT

4.1 Setting a timeline for the search

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

For advertisements:

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

For evaluating applicants, include in the schedule:

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

4.2 Dissemination of ads and position announcements

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

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

4.3 The recruitment file

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

4.4 Acknowledging and notifying applicants

The CHRS Recruiting system automatically sends out an applicant acknowledgment email letting the applicant know that their application has been received.

If the committee wishes to send a separate notification to applicants, that notification must include the following statement, "Applicants wishing to request accommodations based on disability statuses may contact the Office of Equity and Diversity, (818) 677-2077."

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

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

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

STEP 5: SCREENING OF APPLICANTS

5.1 Creating an evaluation instrument

The search committee is required to create evaluation rubrics for each stage of the applicant screening (for example, initial screening, short listing, preliminary interviews, and campus visits), and they must include the scoring metrics that will be used to evaluate candidates' responses to questions. The criteria should follow those cited in the position description and opening announcement. In some cases, weighting the criteria by applying such terms as "desirable" or "required" may be helpful. A form that lists these criteria and on which committee members note their evaluations of each applicant is the committee's "evaluation instrument."

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

5.2 Initial screening

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

- (1) evaluation by each member of the elected search committee;
- (2) evaluation by each faculty member if the Department elects a committee of the whole;

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

Evaluation rubrics should itemize skills required (in the heading columns, with the scoring metric) and help the committee to determine the presence or absence of the basic requirements. If an applicant meets these minimum requirement(s), they should automatically advance in the search process. See the sample pre-screening template below:

Applicant Name	Required Degree (1=yes, 0 = no)	Skill Required (1=yes, 0 = no)	Skill Required (1=yes, 0=no)
Candidate #1	1	1	1
Candidate #2	0	0	1

Each committee member must complete and submit their screening/evaluation tool to the Committee Chair at the conclusion of each screening/evaluation meeting, as these become part of the University's record to demonstrate evidence of compliance with state and federal EEO laws.

5.3 Short listing of applicants

In the short listing part of candidate screening, applicants should be evaluated based on the presence or absence of both the required and preferred qualifications. The evaluation rubric headings should itemize ALL of the specific qualifications (as stated in the Position Announcement), along with a measurable metric on how these qualifications will be scored based on a review of only documents submitted by the applicant. The committee must have a robust discussion at the time of creating the rubrics, so that each member has a clear understanding of what each level in the scoring metric means. See the sample scoring metric and evaluation template below:

Scoring Metric

0 = Evidence is missing

1 = Quality of evidence is poor

2 = Quality of evidence is weak

- 3 = Quality of evidence is average
- 4 = Quality of evidence is good
- 5 = Quality of evidence is excellent

Applicants	Req 1	Req 2	Req 3	Pref 1	Pref 2	Pref 3	Total

Each committee member must complete and submit their screening/evaluation tool and the scoring metrics to the Committee Chair at the conclusion of each screening/evaluation meeting, as these become part of the University’s record to demonstrate evidence of compliance with state and federal EEO laws.

5.4 Preliminary interviews (e.g., Phone, Zoom, or Skype)

At this stage, the evaluation rubrics should be geared toward drilling down into each short-listed candidate’s qualifications as those relate to the “Preferred” qualifications stated in the Position Announcement. Using a similar scoring metric as in 5.3 Short Listing of Applicants, the interview evaluation rubric here should be designed to help the Committee evaluate the breadth and depth of the candidate’s diversity, equity, and inclusion (DEI) experience with regards to their teaching, scholarship and service, in response to the Position Announcement.

Each committee member must complete and submit their screening/evaluation tool and the scoring metrics to the Committee Chair at the conclusion of each screening/evaluation meeting, as these become part of the University’s record to demonstrate evidence of compliance with state and federal EEO laws.

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

Applicants who move forward in the recruitment and whom the search committee would like to request additional materials from should be notified that they are moving forward in the recruitment process, and that the search committee would like to request additional materials for review. Notifications of major changes in the timetable, should there be any, may be included in this communication as well. See Appendix E, Letter B for a sample email communication that may be sent through CHRS Recruiting.

If the applicant indicates that the applicant also is 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.

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

5.5 Checking References

Every applicant is required to submit names of three references via CHRS Recruiting. Only references listed by the candidates may be contacted. For those position announcements that require letters of recommendation, follow-up with references is still required prior to the on-campus interview. The search committee must identify the same objective questions to be posed to all the references BEFORE contacting them.

Search Committees will need to develop a separate evaluation rubric with clear scoring metrics for reference checks. The completed reference check rubrics and the scoring metrics will be submitted to the Committee Chair at the conclusion of the reference checks, as these become part of the University's record to demonstrate evidence of compliance with state and federal EEO laws.

5.6 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.

5.7 Campus Visits (finalists from Section 5.4)

Campus visits comprise different activities that need to be evaluated with tools that are objective and measurable. These activities may include:

- a. Interviews with various campus stakeholders (e.g. the Search Committee, Department Chair, Dean, Students).
- b. Formal teaching and/or research demonstrations and/or presentations to the broader campus community.
- c. Semi-formal lunch and dinner interviews with the candidates.

Search Committees need to develop a separate evaluation rubric with clear scoring metrics for each of these on-campus activities during the candidate's visit. Each committee member must complete and submit their screening/evaluation tool and the scoring metrics to the Committee Chair at the conclusion of each screening/evaluation meeting, as these become part of the University's record to demonstrate evidence of compliance with state and federal EEO laws.

Additionally, the committee chair should provide a comment sheet for written feedback by each individual or group that interviews or meets with the applicants during the campus visit.

To ensure that all applicants receive comparable treatment, the visit schedules - presentation, lunch, and meetings with the search committee, department faculty, Department Chair, College Dean, students, and others - should be similar. When feasible, allow time for applicants to

explore the campus. During the visit, the committee should see that each applicant's reasonable needs (e.g., housing, transportation, meals) are accommodated.

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

After selection as a finalist for campus interview, an applicant's resume or vita is not considered a confidential document and may be made available by the search committee to parties directly associated with the search (e.g., all department faculty members).

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

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

5.8 Processing unsolicited materials

All unsolicited materials (i.e., materials not required by the position announcement) may not be considered during the evaluation of the applicant. Candidates who get to a final stage may be required to submit additional materials.

5.9 Elimination of unqualified applicants

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

All applicants eliminated are sent communication that they are no longer being considered for the position. The reasons for eliminating an applicant are not to be cited in the communication. The communication should inform the applicant that, should the applicant be interested in a position in the future, it will be necessary to reapply. (A sample letter of elimination is included in Appendix E, Letter C). If the search committee chooses to use the CHRS Recruiting system to send out this communication, the system has a template email ready to be sent:



Dear {FIRSTNAME},

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

Your application was carefully reviewed by the Search and Screen Committee and it was determined that you are not among those candidates whose background most clearly meets the needs of this position.

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

Sincerely,

Search and Screen Committee

No courtesy interviews shall be given.

5.10 Consultation with the College Dean

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

STEP 6: RECOMMENDING AN APPLICANT FOR APPOINTMENT

6.1 Recommending an appointment

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

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

The search committee chair is responsible for the submission of a search committee report, using the [template form provided online by the Office of Equity & Diversity](#).

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

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

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

After appropriate signatures by the College Dean, all documentation shall be forwarded to the CDO for approval. Upon the CDO's approval, all documentation as listed on the Full-Time Faculty Hiring Checklist (<https://www.csun.edu/faculty-hiring>) must be submitted to the Office of Faculty Affairs for review. Faculty Affairs will submit the final documentation to the Provost for approval and processing of the offer letter.

6.2 Citizenship

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

If a prospective candidate for a tenure-track position indicates that they are neither a U.S. citizen nor a permanent resident, the University will assist the individual upon acceptance of the job offer in seeking permanent resident status. If this is the case, the Department Chair or the Chair of the Search and Screen Committee should contact the Office of Faculty Affairs.

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

Note: All costs related to employment visas and permanent residency sponsorships are the responsibility of the hiring department. For more information, please visit: <https://www.csun.edu/faculty-affairs/tenure-track-faculty-international>.

6.3 Review of reserve applicants

Should none of the finalists accept the appointment, the reserve applicants will be reviewed. If the search is continued, reserve applicants whose credentials are deemed sufficiently strong will be called to verify their continued interest. For those still interested, interviews should be arranged following the procedures identified above.

6.4 Lack of qualified appointee

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

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

STEP 7: COMPLETING THE SEARCH AND CLOSING THE FILES

7.1 Notifying applicants not recommended

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

7.2 Closing the files

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

and rating forms used for each applicant, and the search committee report, will be included in the file.

7.3 Inquiries from Unsuccessful Applicants

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

PROCEDURES FOR THE RECRUITMENT AND APPOINTMENT OF FULL-TIME LECTURERS

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

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

PROCEDURES FOR THE APPOINTMENT OF EMERGENCY FULL-TIME LECTURERS

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

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

APPENDIX A

State and Federal Legal Requirements in Recruitment (from the Chief Diversity Officer)

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

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

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

APPENDIX B
General Information to be Included in Position Announcements and
Notices for the Position.
(Note: Consult with Chief Diversity Officer for most current version)

General Information:

In compliance with the Annual Security Report & Fire Safety Report of Campus Security Policy and Campus Crime Statistics Act, California State University, Northridge has made crime-reporting statistics available on-line [here \(can we provide the link as well?\)](#). Print copies are available by request from the Department of Police Services, the Office for Faculty Affairs, and the Office of Equity and Diversity.

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

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

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 [Insert hiring department name and phone number].

APPENDIX C

Search Checklist - Committee Members

During the first meeting:

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

After the first meeting:

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

APPENDIX D

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

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

APPENDIX E

LETTER A

SAMPLE LETTER OF INQUIRY

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

Date

Name

Address

City, State, Zip

Dear:

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

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

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

Again, thank you for your interest in the position and our University. Please send your Current Curriculum Vitae and your letter of Application before the deadline February 5, 2018.

Sincerely,

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

APPENDIX E

**LETTER B
SAMPLE LETTER OF REQUEST FOR ADDITIONAL MATERIALS**

Response Email to Applicants through CHRS Recruiting:



Dear {FIRSTNAME},

As you move forward in the recruitment process, we would like to ask you for additional documents for the search committee to review.

Please send the following documents to _____:

- {document 1}
- {document 2}

Thank you,

{CHAIRFIRSTNAME} {CHAIRLASTNAME}

Search Committee Chair

APPENDIX E

**LETTER C
SAMPLE LETTER OF ELIMINATION**

Date

Name
Address
City, State, Zip

Dear:

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

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

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

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

Sincerely,

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

APPENDIX E

LETTER D

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

Date

Name

Address

City, State, Zip

Dear:

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

This letter is to acknowledge receipt of your application letter and current curriculum vitae. At this time, the Search and Screen Committee would like to ask you to submit three letters of recommendation from individuals who are familiar with your qualifications. The deadline for submission of information is February 5, 2020. The Search and Screen Committee will be reviewing all applications and you will be receiving further information regarding the progress of your candidacy by March 20, 2020.

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

Sincerely,

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

APPENDIX F



CALIFORNIA
STATE UNIVERSITY
NORTHRIDGE

FACULTY POSITION ANNOUNCEMENT TENURE-TRACK (formerly AA-1)

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.

For more information about the University, visit: <http://www.csun.edu>

About the College:

For more information about the College [FILL IN BLANK], see: [insert college's link]

About the Department:

For more information about the Department of [FILL IN THE BLANK], see: [insert department's link]

Qualifications:

[FILL IN BLANK]

Candidates must demonstrate a commitment and ability to teach, mentor and work with a diverse student population.

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

Responsibilities:

[FILL IN BLANK]

The successful candidate will be held to the standards and requirements of the college and department in which he/she is housed for recommending tenure and promotion.

Application Deadline:

Screening of applications will begin [FILL IN BLANK – at least 3-4 weeks]. Priority will be given to applicants who meet the screening deadline; however, the position will remain open until filled.

Applicants must submit a [FILL IN BLANK - i.e., cover letter, curriculum vitae, statement on student success, and three current letters of recommendation] to the address in the section below. In later phases of the search process, applicants may be requested to provide verification of terminal degrees, licenses and certificates.

How to Apply:

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

[FILL IN BLANK]

General Information:

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