

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE



**Manual of Procedures for Search and Screen Committees
for Full-Time Faculty Positions
2019-20 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 (Administrative Manual Section 607). Violations of confidentiality by a committee member should not be ignored. Depending upon the circumstances and the ability to substantiate allegations, some form of reprimand or other action, including possible removal from the committee, should be initiated by the appropriate administrator.

Act professionally

All search committee members are expected to attend meetings and to fulfill their responsibilities in a professional manner. Should an opening on the committee occur before the list of 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." 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: Initiation of the search
- Step 2: Convening the search committee
- Step 3: Recruitment
- Step 4: Screening of applicants
- Step 5: Narrowing down to potential finalists
- Step 6: Checking references
- Step 7: Interviewing finalists
- Step 8: Recommending an applicant for appointment
- Step 9: Completing the search report and closing the files

STEP 1: INITIATION OF THE SEARCH

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

1.1 Drafting of the faculty position opening announcement

The Department Chair, after appropriate consultation within the Department, completes a Faculty Position Announcement (formerly the AA-1; see Appendix F) and a Departmental preliminary recruitment plan for each position. This announcement, when approved, will constitute the position description used during the search.

The position announcement, and all advertisements and notices for the position, should include the 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 Chief Diversity Officer, 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.

The proposed Faculty Position Announcement form and recruitment plan are forwarded to the College Dean.

1.2 Preparing a recruitment plan

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

A carefully structured Recruitment Plan maps out the strategy for attracting and hiring the best qualified 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.

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

A list of diversity recruitment resources should be obtained from the Chief Diversity Officer and utilized in the development of the Recruitment Plan (see <https://www.csun.edu/eqd/faculty-hiring>). A sample Recruitment Plan is also available from the Chief Diversity Officer.

1.3 Forwarding the position announcement and recruitment plan to the Chief Diversity Officer

- The College Dean, after review, forwards a proposed Faculty Position Announcement and the recruitment plan to the Office of Faculty Affairs.
- After review, the documents are forwarded to the Chief Diversity Officer.
- The Chief Diversity Officer, after reviewing the proposed announcements and the recruitment plans for compliance with equal opportunity requirements, will assign a Hire Number for the search and notify the Provost, College Dean, and Department Chair that recruitment may begin.
- Recruitment for the position shall not begin prior to approval notification from the Chief Diversity Officer with an assigned Hire Number.

STEP 2: CONVENING THE SEARCH COMMITTEE

2.1 Composition of the search committee

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

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

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

2.2 Calling of first meeting

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

At its initial meeting, the search committee:

- (1) reviews the committee's responsibility and authority with the Department Chair;
- (2) elects a committee chair from among the committee members;
- (3) selects the Equity and Diversity Representative;
- (4) discusses the extent to which the Department Chair wishes to be involved in the search;
- (5) reviews the final 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 requirement;
- (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: 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 hiring workshop on the hiring process as jointly offered by the Director of the Office of Equity and Diversity, the Chief Diversity Officer, the Faculty Senate Educational Equity Committee, and the Associate Vice President for Faculty Affairs. All other 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 Modules 1 and 2 on "Searches and Recruitment in the CSU" located at <https://ds.calstate.edu/?svc=skillsoft> (click "Browse the Catalog," then click "Systemwide Custom Content").
- 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, Chief Diversity Officer) that equal

employment opportunity requirements are not being met and corrective action is necessary.

STEP 3: RECRUITMENT

3.1 Setting a timeline for the search

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

For advertisements:

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

For evaluating applicants, include in the schedule:

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

3.2 Dissemination of ads and position announcements

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

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

3.3 The recruitment file

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

3.4 Acknowledging and notifying applicants

Letters of acknowledgment (see Appendix E, Letter B for a sample letter), together with Applicant Flow Questionnaire (Confidential) (formerly AA-2 forms) available from the Dean's Office, Chief Diversity Officer, or Faculty Affairs website, postage-paid return envelopes addressed to the Office of Equity and Diversity or returned electronically to: equityanddiversity@csun.edu, and copies of the position description, are mailed to all applicants.

Requests for additional information may be included with the letter of acknowledgment. If using the online platform, applicants complete the Applicant Flow Questionnaire that is then stored and accessed only by the Chief Diversity Officer.

All letters of acknowledgement must include the following statement, “Applicants wishing to request accommodations based on disability statuses may contact the Chief Diversity Officer, (818) 677-2077.”

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

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

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

STEP 4: SCREENING OF APPLICANTS

4.1 Creating an evaluation instrument

Before screening applicants, the search committee should discuss the criteria to be used in the evaluation process. The criteria should follow those cited in the position description and opening announcement. In some cases, weighting the criteria by applying such terms as “desirable” or “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.

4.2 Initial screening

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

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

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

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

4.3 Processing unsolicited materials

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

4.4 Elimination of unqualified applicants

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

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

4.5 Identifying qualified applicants

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

Should the search committee determine that there is an insufficient number of minimally qualified applicants, 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 canceled and a new search conducted; or (3) recommend such other action as it deems necessary and appropriate.

4.6 Identifying the best qualified applicants

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

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

Applicants not included in the group to be interviewed or in the reserve group should be notified by letter that they are no longer being considered for the position (see Appendix E, Letter C for a

sample letter). For each applicant who is eliminated, a statement of the specific reason(s) for being eliminated should be placed in the applicant's file.

No courtesy interviews shall be given.

4.7 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.

4.8 Contacting best qualified applicants

Following the consultation with the College Dean, the best qualified applicants should be contacted by telephone to determine if they are still seeking the position, and to briefly interview the applicant. Before contacting applicants, the search committee should discuss questions to be posed in the conversation so as to ensure that all applicants are treated in a comparable manner. The method of interviewing applicants (telephone, Skype, or similar means) should be consistent across all applicants.

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.

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

STEP 5: NARROWING DOWN TO POTENTIAL FINALISTS

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

Once potential finalists have been selected, and prior to determination of the list of finalists, the committee should contact the applicants' references (see Step 6) to explore their professional training and teaching experience as it relates to the position they are seeking.

STEP 6: CHECKING REFERENCES

6.1 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 an equitable manner.

6.2 Reference checks preceding campus 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.

6.3 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.

6.4 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 7: INTERVIEWING FINALISTS

7.1 Finalists

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.

7.2 Citizenship

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

If a prospective candidate for a tenure-track position indicates that the candidate is neither a U.S. citizen nor a permanent resident, the University assists the individual upon accepting the job offer in seeking permanent resident status. If this is the case, 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.

7.3 Structure of visit

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

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

7.4 Content and format of the interview

Prior to the visit, the search committee decides on the content and the format of the interview, and the list of questions to be posed to the applicants. All questions should be relevant to the position and be designed to elicit information on the applicant's professional training,

teaching/librarianship/counseling experience, and research and/or creative work as it relates to the position. When possible, the format of the interview should be consistent for each applicant.

7.5 Reports of interviews

The committee chair should provide a comment sheet for written feedback by each individual or group that interviews or meets with the applicants.

STEP 8: RECOMMENDING AN APPLICANT FOR APPOINTMENT

8.1 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 Office of Faculty Affairs for review, the Chief Diversity Officer for approval, and to the Provost for approval and processing of the offer letter.

8.2 Review of reserve applicants

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

8.3 Lack of qualified appointee

If none of the reserve applicants is found qualified for the position, no appointment will be recommended. The search committee will report this judgment to the Department Chair and request that the committee be discharged, that the search be extended, or 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 9: COMPLETING THE SEARCH AND CLOSING THE FILES

9.1 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.

9.2 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.

9.3 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](#). 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 Recruitment Services at (818) 677-2101.

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

Response Email to Applicants through Interfolio:

Send a message on application submission.

Subject *

Receipt of Application - Faculty Position - CSU, Northridge

Body *



Thank you for your interest regarding the position. This email is to acknowledge receipt of your application and supporting materials. The Search and Screen Committee will be reviewing all applications and you will be receiving further information regarding the progress of your candidacy.

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.

An Applicant Flow Questionnaire is enclosed which you may complete and return in the enclosed postage-paid envelope or electronically to cdo@csun.edu.

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

Sincerely,

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

APPENDIX F

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

Department: [FILL IN BLANK]

Faculty Hire Number: [CDO FILL IN BLANK]

Effective Date of Appointment: [FILL IN BLANK]

(Subject to Budgetary Approval)

Rank: [FILL IN BLANK]

Salary: Dependent upon qualifications

About 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 historically underrepresented students and enrolls the largest number of students who are Deaf and hard of hearing 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.

About the College:

[FILL IN BLANK]

About the Department:

[FILL IN BLANK]

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>

Qualifications:

[FILL IN BLANK]

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

Responsibilities:

[FILL IN BLANK]

Application Deadline:

Screening of applications will begin [FILL IN BLANK – at least 30 days]. 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:

This institution is using Interfolio's ByCommittee to conduct this search. Applicants for this position receive a free Dossier account and can send all application materials, including confidential letters of recommendation, free of charge to: <http://apply.interfolio.com/>

[FILL IN BLANK]

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