

# FACULTY RECRUITMENT AND HIRING HANDBOOK



Fall 2015

# Faculty Recruitment and Hiring Handbook

## Faculty Employment

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Faculty employment is governed by the Agreement between the Board of Trustees of the California State University (CSU) and the California Faculty Association (CFA): Unit 3 – Faculty (hereinafter known as the Collective Bargaining Agreement); Title 5 of the California Code of Regulations; the laws governing the CSU in the California Education Code; system-wide regulations that implement resolutions of the Board of Trustees; Executive Orders and policy directives issued by the Chancellor of the CSU and his/her designee; policy directives issued by the President of SFSU; other pertinent statutes and regulations; and SFSU Academic Senate policies.

In case of error or possible misinterpretation, it should be understood that the Collective Bargaining Agreement, government codes and statutes, Trustee and Chancellor policies, and official university policy are controlling. The Collective Bargaining Agreement is used as an inclusive term, incorporating by reference all amendments ratified by CSU and CFA subsequent to the original Collective Bargaining Agreement.

Unless otherwise stated, “faculty” in this document refers to Unit 3 employees in Academic Affairs. The term “dean” includes the six college deans and the university librarian.

The dean of the college or university librarian, under authority delegated by the President to the Provost and Vice President for Academic Affairs (hereinafter known as the Provost), makes an offer of appointment to the faculty upon the recommendation of the search committee. Normally, these appointments are on a probationary basis. During probation, a faculty member is reappointed one year at a time until he/she receives tenure or a terminal appointment year. Probation is defined as service rendered toward qualifying for tenure.

## Planning for the New Tenure-track Position

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Each new tenure-track position represents an important investment and provides an opportunity for the department to reevaluate or redefine its mission. Retirement or the availability of salary dollars does not justify new hires. Departments via college dean/University Librarian must request and receive approval of a new position from the Provost. In requesting a tenure-track position, the department is encouraged to prepare a long-term vision for its future in the context of current faculty interests, expertise, and the curriculum. Departments should consider the emerging research arenas and perspectives on the discipline that are not currently represented on the faculty as well as programmatic needs, general or specific areas of specialization, the diversity of the faculty, and the diversity and needs of undergraduate and graduate students. If there is need for more than one tenure-track position, the department should prioritize its requests.

Once a position is approved, the department should develop the position description, job advertisement, and recruitment plan according to the templates provided by the Office of Faculty Affairs & Professional Development.

### *Electing the Search Committee*

Departments elect tenure-track faculty search committees by secret ballot of tenure-track and tenured faculty. Only tenured full-time faculty are eligible to serve on the search committee. The practice at SF State is for faculty in the early retirement program is not to serve on search committees. The committee must include at least three members. When there are too few eligible faculty within the department, it will elect members from tenured full-time faculty in related disciplines. The department chair/program director (hereinafter referred to as department chair) may serve on the search committee. However, the department chair will not submit a separate recommendation if he/she sits on the search committee. It is highly recommended that the department chair/director conduct an independent review and prepare a separate recommendation to the college dean and not serve as a member of the search committee.

### *Departmental Hiring Procedures*

It is important that the department reaches a formal agreement within the department on the process that will be used in searching for and hiring a tenure-track faculty member. Such decisions should be reached before the hiring cycle begins. Departments are encouraged to develop a written document that articulates the departmental procedures for the search and hire process.

## Receiving Authorization to Begin the Search (Search Number)

Before a search can begin, a recruitment package, consisting of the Tenure Track Request Form, the position description, advertising copy, and the recruitment plan must be prepared and forwarded to the dean/university librarian for his/her approval. The dean/university librarian will then forward the recruitment package to the Dean of Faculty Affairs and Professional Development.

After review and approval by the Associate Vice President for Academic Resources, the Dean of Faculty Affairs and Professional Development, and the Provost and Vice President for Academic Affairs, a search number will be assigned for tracking applicants and for monitoring pre-employment practices. Faculty Affairs will notify the deans and the department chair of the approval and search number. The department may not start advertising for the position until it has received a search number.

The Office of Faculty Affairs and Professional Development will review the department's recruitment plan and recommend additional sources, if necessary, to ensure a diversified pool of candidates. Search Committees are encouraged to contact the Office of Faculty Affairs and Professional Development early for recruitment assistance before the recruitment plan is finalized.

As each file is reviewed and a decision is reached, the search committee should complete the forms that are required. It is important to take time to document the reason for elimination of candidates at each stage of the screening process. This will help expedite the completion of the report once the committee has reached a conclusion on the list of semi-finalists.

Link to forms are available here: <http://facaffairs.sfsu.edu/recruitment-hiring>

After the search number is assigned, follow these steps:

1. Post advertisement for a minimum of 45 calendar days beginning with the date the advertisement is first published in the appropriate print media, online or otherwise disseminated. Faculty Affairs will post positions on the CSU Careers website at <http://csucareers.calstate.edu>.
2. Send the Applicant Demographic and Referral Information survey to all applicants applying for the position immediately upon receipt of their application documents. Faculty Affairs will provide a link to the survey and departments must send this link to all applicants to complete. To maintain confidentiality, please ensure that this survey is sent out individually and not in a mass email.
3. Review the Acceptable and Unacceptable Pre-employment Inquiries list prior to interviewing any candidates.
4. Complete the Search Committee Recruitment Process Report as soon as the Search Committee's recommendation is ready for administrative approval and attach it to the department's recommendation to the dean or indicate on Part 7 of the report that no one has been selected from the recruitment effort. Receipt of the Search Committee Recruitment Process Report form completes the Office of Faculty Affairs and Professional Development monitoring of the progress of the tenure-track faculty search.
5. Inform the Office of Faculty Affairs and Professional Development if the search is cancelled or extended.

## The Tenure-Track Search Process

### *Acknowledging the Applications*

Immediately upon receipt of a letter and a vitae from an applicant expressing interest in the position, the search committee should send an acknowledgement letter with a link to the Demographic and Referral Information Survey.

### *The Applicant's File*

Shortly after the application deadline, all files should be reviewed. The members of the search committee and department chair, if part of the search committee, are the only department faculty who are eligible to screen applications for the tenure-track position. A complete file must include:

- The letter of application
- A curriculum vita
- Contact information for 3 references. Letters of recommendation may be requested at a later time for the candidates who are semi-finalists or finalists.
- Additional materials as determined by the Search Committee

The search committee should contact those with incomplete files and let them know what documents are missing. These applicants should be given a date by which the search committee needs to have the information.

### *Status of the Application*

Applicants who do not meet the minimum qualifications and who are not being considered should be notified in writing as soon as the search committee makes this decision. Once the search committee has selected the list of semi-finalists, a letter should be sent to each applicant who is not in the pool. Any applicant whose candidacy remains viable should not be notified until a final offer has been made and accepted. Upon completion of the search, the search committee must be able to state specific reasons why candidates were eliminated in the Search Committee Process Report.

### *The Telephone Interview*

The purpose of the telephone interview provides a low-cost opportunity to become acquainted with candidates and adds a personal contact that supplements the paper file. The telephone interview should clearly fit with the recruitment plan. There is a risk in that a person with strong qualifications may be eliminated because he/she may not have the best telephone skills. This person may be more successful in a personal, on-campus interview. However, telephone interviews can help the committee to screen a candidate whose written materials are somewhat ambiguous, where it is unclear whether he/she meets the basic criteria.

All candidates must have an equal opportunity to succeed in the telephone interview. The call should be arranged in advance at a mutually convenient time and the candidate should be told what to expect. The questions should be carefully planned and the committee should cover the same ground with each candidate. Each candidate should have an opportunity to ask questions of the search committee. Notes should be taken and become part of the candidate's pre-employment file.

### *The Campus Interview*

The duration of the campus visit should be the same for each candidate. The same basic components should be scheduled. These should include: meetings with the search committee, department faculty, department chair, and college dean; classroom presentation/teaching; presentation on scholarship/research; informal meetings with undergraduate and graduate students and recently hired faculty, and tours of appropriate campus facilities. The interview questions and campus itinerary should be shared with the dean for possible suggestions and approval. The search committee should prepare and have available evaluation forms for each component of the interview process for participants in any of the campus interview activities.

Notes and evaluative materials from the campus interview should become part of the candidate's pre-employment file.

### *The Search Committee's Role during the On-Campus Interviews*

It is important to have a member of the search committee meet an out-of-town candidate when he/she arrives (meet at hotel, airport, etc.). Members of the search committee should escort the candidate and ensure that he/she is properly introduced at all stages of the campus visit.

The search committee should provide a packet including a summary of the candidate's vitae and the interview schedule to the department and college faculty. The faculty should be encouraged to attend all events.

Fair employment practice requires that each applicant have the opportunity to respond to the same questions. Suggested topics for the interviews throughout the day include:

- Educational background
- Teaching experience
- Appropriateness of training to curricular needs
- Breadth and flexibility in teaching areas
- Demonstrated or demonstrable teaching excellence
- Evidence of research, scholarship, and creative activities
- Evidence of ability and willingness to contribute to the university
- Evidence of interest in being involved in the professional community
- Interest in working at a large, urban university
- Demonstrated or demonstrable ability to advise students
- Ability to work with and motivate a diverse student population
- Understanding of complex issues relating to diversity
- Ability to establish cooperative working relationships with students, faculty, and staff

Review the chart provided by Faculty Affairs that identifies questions that are either appropriate or inappropriate. This chart should be consulted before campus interviews begin.

All candidates, including any on-campus applicants, must be treated similarly and fairly. The same amount of meeting time and social activity must be devoted to all the candidate(s), including candidates, who are current or former SF State faculty employees.

### *The Exit Interview with the Department Chair*

An exit meeting should be scheduled with the department chair. At this point it is appropriate to have a conversation with the candidate about his/her professional and personal needs. The department chair should take time to explain the expectations for retention, tenure, and promotion. It should be made clear to the candidate that this conversation is a mutual exchange of information and definitely not a negotiation. Under no circumstances can a department chair commit university resources to a candidate.

At the end of the exit interview, the department chair should inform each candidate of when he/she might expect to hear the results of the recruitment process. He/she should be given an opportunity to ask questions. When the campus visit is concluded, a member of the search committee should assist with the candidate's departure.

### *Checking the Candidates' References*

Search committees are responsible for checking candidate's references. As a courtesy, the committee should let candidates know that their references are about to be checked. Reference checks are not limited to names listed by the candidates. The search committee may want to make additional reference checks before a final decision is reached. The same list of questions should be asked of each person on the

secondary list of references. The search committee should carefully avoid volunteering opinions about the candidate or his/her interview. It is important not to reveal the search committee's impression of the candidate or ask any question that is not job-related.

Members of the search committee who contact persons on the reference list, or other individuals, are responsible for ensuring that the questions asked and information obtained relate to the position, are nondiscriminatory, and are summarized in writing and placed in the applicant's file

If a search committee becomes aware of negative information about a candidate, either formally or informally, it should contact the Dean of Faculty Affairs.

### *Selection of the Finalist*

After the campus interviews, the search committee should meet as soon as possible to consider all of the strengths and weaknesses of each applicant. Observations should be gathered from all who have met with the candidates. Such feedback is advisory to the search committee as it evaluates each candidate. If after review, the pool of semi-finalists is considered inadequate, it may be necessary to reopen advertising and extend the deadline for accepting applications, or roll the search over to the next academic year.

When the search committee and department chair (when not a member of the committee) agree on the finalist, they shall forward a joint recommendation to the dean. The department chair should forward a description of requirements and expectations that the department deems important for inclusion in the offer to the selected candidate. A department may submit a single name or a rank-ordered list to the dean.

In the event of disagreement within the search committee or between the search committee and the department chair, the department chair and the search committee shall meet to attempt to resolve the differences. If the disagreement cannot be resolved, separate recommendations shall be forwarded to the dean. If the dean disagrees with the departmental recommendation, he/she shall meet with the chair and the search committee to explain the basis for his/her disagreement. If differences cannot be settled at the college level, the matter may be forwarded to the Provost at the request of the department or dean with an explanation of the basis for disagreement and how the parties attempted to resolve the matter. In instances where agreement cannot be reached between the Provost, dean, department chair, and search committee, the hire recommendation will be sent back to the department and the search will be reopened.

If the dean concurs with the recommendation, he/she shall forward the following information to the Provost via Faculty Affairs:

- The dean's recommendation, including salary range with monthly and annual dollar amount.
- The department chair's recommendation (if not a member of the search committee)
- The search committee's recommendation
- The Search Committee Process Report
- The curriculum vitae of the finalist

Under no circumstances should an offer be made prior to approval by the Provost. After the Provost or his/her designee has reviewed and approved the recommended appointment, the college dean

prepares an official offer letter for the Provost's signature. No offer of employment is official and binding upon the university except for the written offer. The finalist must sign the offer stating his/her acceptance of the offer and return it to the Provost. It is then sent to Faculty Affairs for processing. The original offer letter signed by the candidate is forwarded to Human Resources.

### *Appointment to the Position*

If the finalist is not a U.S. citizen, but has permanent residence or possesses a valid H-1 visa, he/she is eligible for employment as a tenured/tenure track faculty member. It is the individual's responsibility to maintain a visa status that permits employment. Questions about a finalist's status should be directed to the campus Office of International Programs.

Appointment to a tenure-track position shall be based upon possession of a doctorate or terminal degree that has been completed at an accredited institution. San Francisco State University does not recognize terminal degrees from unaccredited institutions. It is suggested that the search committee verify that the candidate has earned or is in the final stages of earning the terminal degree before he/she is moved to the semi-finalist list. Possession of the terminal degree must be verified before the finalist is recommended.

If a tenure-track finalist has not completed the Ph.D. or terminal degree, the offer letter will state that the finalist may accept a full-time visiting assistant professor appointment for one year only. Upon completion of the terminal degree during the first year of employment, the candidate will be appointed as a probationary Assistant Professor working toward tenure at the beginning of the following academic year. If the finalist is completing degree requirements prior to the date of the appointment, he/she should be instructed to obtain a letter from his/her university registrar stating that all degree requirements have been met. Documentation of a successful dissertation defense is not sufficient. The documentation should be submitted to the Office of Faculty Affairs and Professional Development and the department chair.

Under no circumstance should a department chair make written or verbal offers. An official offer may be made by the dean only after final approval has been given by the Provost.

The President may award tenure at the time of appointment based on an evaluation of past performance and on the recommendation of the department RTP Committee and dean. The criteria used are the same as those for regular tenure.

Immediately upon receipt of the signed acceptance letter, the department chair should notify, in writing, all remaining semi-finalists that the position has been filled. If any semi-finalist requests information regarding his/her non-selection, the response should be succinct and based upon a specific fact.

### *Travel Expenses for On-Campus Interviews*

The department must request recruitment funds from the dean to cover travel expenses for on-campus interviews. The dean will submit the request to the Provost. The allocation from the Provost covers the following expenses:

- Advertising costs
- Transportation to and from San Francisco; ground transportation between airports, train

- stations, hotels and the campus
- Hotel accommodations (room and applicable taxes only)

Per diem is the responsibility of the department or college. These expenses cannot be charged to the faculty recruitment account.

Expenses incurred by a spouse or companion, regardless of the funding source, cannot be reimbursed unless prior approval has been received from the President. Invoices paid by the university should reflect the candidate's name only.

### *Moving Expenses*

Once he/she has accepted the university's offer, the successful candidate should address any questions about moving expenses to the Budget Coordinator in the Office of Academic Resources.

### *Maintenance of the Search Files*

Applications and supporting materials must be kept in the department for a period of three years from the time of hire and must be maintained separate from the personnel files of employed faculty. The department should keep the applications and supporting documentation in a secure place to which access is strictly controlled. No search committee member or any other person should remove files from campus. In order to maintain confidentiality of the search process, only search committee members may look at these materials.

To respond to a recommendation that resulted from a CSU audit of faculty search practices, the Office of Faculty Affairs and Professional Development will be auditing a selected number of tenure track recruitment files. One search will be randomly selected for audit from each college. The audit will consist of comparing the requirements for documentation as found in the Faculty Recruitment and Hiring Handbook with the actual search files. Specifically, the audit will review documentation of the following:

- a) Acknowledgement of receipt of application
- b) Letters notifying applicants who do not meet minimum qualifications
- c) Notes from telephone interviews, if applicable
- d) Letters notifying applicants who are not brought to campus
- e) Notes from on-campus interviews
- f) Notes from reference checks
- g) Letters notifying applicants who were brought to campus who are not hired

The Office of Faculty Affairs will contact the college office to schedule a time to review files.

## Sample Interview Questions During Search Process

<b>ACCEPTABLE PRE-EMPLOYMENT INQUIRIES</b>	<b>SUBJECT</b>	<b>UNACCEPTABLE PRE-EMPLOYMENT INQUIRES</b>
"Have you ever worked for this University under a different name?"	<b>Name</b>	Former name of applicant whose has been changed by court order or otherwise.
Applicant's place of residence. How long applicant has been a resident of this state or city?	<b>Address or Duration of Residence</b>	
"Can you, after employment, submit a birth certificate or other proof of U.S. citizenship or age?"	<b>Birthplace</b>	Birthplace of applicant. Birthplace of applicant's parents, spouse or other relatives. Requirement that applicant submit a birth certificate. Naturalization or baptismal record.
"If hired, can you furnish proof of age?" /or/ Statement that hire is subject to verification that applicant's age meets legal	<b>Age</b>	Questions which tend to identify applicants 40 to 64 years of age.
Statement by employers of regular days, hours or shift to be worked.	<b>Religious</b>	Applicant's religious denomination or affiliation, church, parish, pastor, or religious holidays observed. "Do you attend religious services/or/a house of worship?" Applicant may not be told, "This is a Catholic/Protestant/Jewish/atheist organization."
	<b>Race or Color</b>	Complexion, color of the skin, or other questions directly or indirectly indicating race or color.
Statement that photography may be required after employment.	<b>Photography</b>	Requirement that applicant affix a photography to his/her application form. Request applicant, at his/her option, to submit photograph. Requirement of photography after interview but before hiring.
Statement by employer that if hired applicant may be required to submit proof of citizenship.	<b>Citizenship</b>	"Are you a United States Citizen?" Whether applicant or applicant's parents or spouse are naturalized or native-born U.S. citizens. Date when applicant or parents or spouse acquired U.S. citizenship. Requirement that applicant produce naturalization papers or first papers.
Language applicant reads, speaks, or writes fluently.	<b>National Origin or Ancestry</b>	Applicant's nationality, lineage, ancestry, national origin, descent or parentage. Date of arrival in U.S. or port of entry; how long a resident. Nationality of applicant's parents or spouse; maiden name of applicant's wife or mother. Language commonly used by applicant. "What is your mother tongue?" How applicant acquired skill to read, write, or speak a foreign language.
Applicant's academic, vocational, or professional education; schools attended.	<b>Education</b>	Date last attended high school.
Applicant's work experience. Applicant's military experience in armed forces of U.S., in a State militia (U.S.), or in a particular branch of U.S. armed forces.	<b>Experience</b>	Applicant's military experience (general) Type of military discharge.
	<b>Character</b>	"Have you ever been arrested?"
Names of applicant's relatives already employed by the University.	<b>Relatives</b>	Marital status or number of dependents. Name and address of relative, spouse or children of adult applicant. "With whom do you reside?" "Do you live with your parents?"
Organizations, clubs, professional societies, or other associations of which applicant is a member, excluding any names the character of which indicates the race, religious creed, color, national origin, or ancestry of its members.	<b>Organizations</b>	"List all organizations, clubs, societies, and lodges to which you belong."
"How did you learn about the vacant position?"	<b>References</b>	Requirement of submission of a list of religious references.
"Do you have any physical condition which may limit your ability to perform the job applied for?" Statement by employer that offer may be made	<b>Physical Condition</b>	"Do you have any physical disabilities?" Questions on general medical condition. Inquiries as to receipt of Worker's Compensation.
Notice to the applicant that any misstatements or omissions of material facts in his/her application may be cause for dismissal.	<b>Miscellaneous</b>	Any inquiry that is not job-related or necessary for determining an applicant's eligibility for employment.