

FACULTY RECRUITMENT AND HIRING HANDBOOK



Fall 2017

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This handbook accompanies the Recruiting and Hiring checklist.

FACULTY EMPLOYMENT

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 (<http://facaffairs.sfsu.edu/recruitment-hiring>). 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.

BEFORE THE SEARCH

Planning for the New Tenure-Track Position

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 do 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 emerging research areas and perspectives in the discipline, that are not currently represented among 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 and checklist provided by the Office of Faculty Affairs & Professional Development (<http://facaffairs.sfsu.edu/recruitment-hiring>).

Electing the Search Committee

[Academic Senate Policy #S03-158](#)

Departments elect tenure-track faculty search committees by secret ballot of tenure-track and tenured faculty. The committee must include at least three members. 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 (FERP) not to serve on search committees. At the discretion of the President and upon request of the department, these hiring committees may also include probationary faculty. These requests need to be sent to the Office of Faculty Affairs and addressed to the President.

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.

The composition of the search committee and the name of its Chair should be sent in a memo to the College Dean/University Librarian and to the Office of Faculty Affairs and should attest that the committee was elected by secret ballot.

Departmental Hiring Procedures

It is important that the department reaches a formal agreement 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. Such documents can be made part of the departmental by-laws.

Diversity and Inclusion

Committees are encouraged to discuss their commitment to inclusion and diversity and ways to mitigate implicit biases in hiring. See [Diversity and Inclusion Training](#)

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 (PD), advertising copy (JOB AD), and the recruitment plan (RP) must be prepared and forwarded to the dean/university librarian for his/her approval and signature of the [Tenure Track Request Form](#). The dean/university librarian will then forward the recruitment package to the Dean of Faculty Affairs and Professional Development.

San Francisco State University is an Equal Opportunity/ Affirmative Action Employer with a strong commitment to diversity. All qualified applicants will be considered without regard to race, color, sex, religion, national origin, disability, protected veteran status, or

other legally protected category. We strongly encourage the application of individuals from historically underrepresented groups.

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.

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, the Office of Faculty Affairs will notify the deans and the department chairs that a search number has been assigned for tracking applicants and for monitoring pre-employment practices. The approval memo will include the search number and a link to the Applicant Demographic and Referral Information (ADARI) which will have to be sent out to each applicant individually. The department may not start advertising for the position until it has received a search number.

Search Budget

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: 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).

THE SEARCH

Advertising

The Office of Faculty Affairs will post positions on the CSU Careers website at <http://csucareers.calstate.edu>. The Committee posts advertisements in other selected media, using Greystone, for at least 45 days (see [Recruitment Plan and Anticipated Timeline](#))

Documentation

As each file is reviewed and a decision is reached, the search committee should complete the forms that are required on the [Checklist](#) provided by the Office of Faculty Affairs. 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. Upon completion of the search, the search committee must be able to state in the Search Committee Process Report the specific reasons why candidates were eliminated.

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 Committee sends

acknowledgment of application and the ADARI link to all applicants upon receipt of each application. 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.

The Committee keeps a list of all applicants.

Confidentiality

Committees should respect confidentiality. All persons involved in the search are individually and collectively responsible for maintaining the integrity and the confidentiality of the search.

Applicant information is confidential and should not be disclosed to people outside of the search and/or to other applicants. All deliberations are confidential.

The status of an application should not be discussed, even with the applicant, outside of the approved procedures and timeline for notification of applicants. Email can be used to distribute information but should not be used for deliberations or for comments on the applicants.

Conflict of Interest

Search committee members cannot serve as reference for an applicant and should recuse themselves from all participation in the search if they have a personal relation with one of the applicants. For additional information concerning recruitment, including Principles of Conduct, Nepotism, etc., refer to [Human Resources Practice, Directives and Guidelines](#).

Before the closing date of applications

In the first screening process, the committee should create a rubric (screening matrix) in which each applicant's qualifications are compared with the qualifications, both required and preferred, specified in the job ad and position description . By incorporating the qualifications in the job ad and position description into a standard evaluation form, screening criteria can be applied consistently to all candidates.

REVIEW PROCESS

The Applicants' Files

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

The Committee should then complete the pre-written rubrics for all applicants. Only those candidates who are qualified to fill the position should be moved through the search process. Lecturers and other internal candidates are reviewed based on the

same qualifications and criteria as all other applicants for the position. Lecturers or other internal candidates should not be given a “courtesy interview” simply by being an internal candidate. The names of internal applicants, their status in the search, or their strengths and weaknesses should never be discussed with anyone outside the committee.

Committee makes a first selection for an intermediate list and develops questions for phone/video interviews.

The Telephone/Video Interviews

The purpose of the telephone or video interview provides a low-cost opportunity to become acquainted with candidates and adds a personal contact that supplements the paper file. The telephone or video interview should clearly fit with the recruitment plan. All candidates must have an equal opportunity to succeed in the telephone/video 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. Committee members keep notes of the questions as well and the candidate’s answers to each question.

Selection of a “short list”

Committee selects a “short” list and keeps documentation of specific rationale for selection of candidates.

Scheduling campus interviews

The committee needs to obtain Dean’s approval for the “short list” before extending on-campus invitations. After the short list is approved, the Committee Chair should notify in writing applicants who were not included on the intermediate list (who were not invited for a phone/video interview). Candidates on this intermediate list will only be notified after a final candidate has accepted an offer.

The committee requests recruitment funds from the Dean and the departmental AOC organizes travel plans with Dean’s Office.

The committee composes interview questions. Fair employment practice requires that each applicant have the opportunity to respond to the same questions. Suggested topics 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.

The committee should review the chart provided by Faculty Affairs (See in appendix) that identifies questions that are either appropriate or inappropriate.

The committee develops on-campus visit schedule. The duration of the campus visit should be the same for each candidate. The same basic components should be scheduled. 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. These should include: meetings with the search committee, department faculty, department chair, and college dean; (if the position comes with tenure, a meeting with the Provost needs to be organized) classroom presentation/teaching; presentation on scholarship/research; informal meetings with undergraduate and graduate students and recently hired faculty, tours of appropriate campus facilities, and a social event such as a lunch or a dinner (make sure you ask candidates for any dietary restrictions/preferences beforehand). 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. Committee will prepare and distribute evaluations/feedback forms to all participants who attend any of the campus interviews or activities.

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

It is important to have a member of the search committee meet 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.

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 (often times concluding with a dinner with the committee and/or colleagues) a member of the search committee should assist with the candidate's departure.

AFTER THE INTERVIEWS

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

Ranking and Recommendation

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 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. All recommendations should be accompanied with specific reasons for the ranking and include strengths and weaknesses of candidates. Deans may have additional requirements.

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.

THE OFFER

If the dean concurs with the recommendation, he/she negotiates salary and startup funds with candidate he/she then forwards the following information to the Provost via the office of Faculty Affairs:

- The Dean's recommendation, including salary range with monthly and annual dollar amount and startup funds
- Recruitment Process Report and
- candidate's CV to Faculty Affairs
- search's committee's recommendation
- the department chair's recommendation (If not part of the search committee)

After the Provost has reviewed and approved the recommended appointment The Dean prepares offer letter draft in consultation with Faculty Affairs. Faculty Affairs will forward final version to Provost for signature (If hiring with tenure, offer letter will be signed by President). Under no circumstances should an offer be made prior to approval by the Provost. The offer letter signed by the Provost is returned to the college office for routing to candidate.

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.

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.

Documentation

The committee makes sure that all documentation required in the [Checklist](#), including the Recruitment Process Report, has been uploaded to the assigned "Box" folder and sent directly to the Office of Faculty Affairs.

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 should be directed to the 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.

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, college dean, and provost. The criteria used are the same as those for regular tenure.

Appendix: Acceptable & Unacceptable Interview Questions

ACCEPTABLE	SUBJECT	UNACCEPTABLE
"Have you ever worked for this University under a different name?"	Name	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?	Address or Duration of Residence	
"Can you, after employment, submit a birth certificate or other proof of U.S. citizenship or age?"	Birthplace	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 requirements.	Age	Questions which tend to identify applicants 40 to 64 years of age.
Statement by employers of regular days, hours or shift to be worked.	Religious	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."
	Race or Color	Complexion, color of the skin, or other questions directly or indirectly indicating race or color.
Statement that photography may be required after employment.	Photography	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.	Citizenship	"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.	National Origin or Ancestry	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.	Education	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.	Experience	Applicant's military experience (general) Type of military discharge.
	Character	"Have you ever been arrested?"
Names of applicant's relatives already employed by the University.	Relatives	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.	Organizations	"List all organizations, clubs, societies, and lodges to which you belong."
"How did you learn about the vacant position?"	References	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 contingent upon or by passing a physical examination.	Physical Condition	"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.	Miscellaneous	Any inquiry that is not job-related or necessary for determining an applicant's eligibility for employment.