



# CALIFORNIA STATE UNIVERSITY, LONG BEACH

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## THE OFFICE OF FACULTY AFFAIRS

### TENURE-TRACK SEARCH PROTOCOL

#### **Overview**

California State University, Long Beach is committed to recruiting highly qualified, diverse faculty, in support of student success and to reflect diverse student population. The purpose of this protocol is to outline the procedures and responsibilities for a successful tenure-track search, assure equity and fair treatment for all applicants, and provide guidance to Search Committees, Department Chairs/Directors, Deans, and Faculty Affairs to ensure all processes meet regulatory and policy requirements.

#### **Search Process: Roles and Responsibilities**

The Deans, Department Chairs, Department Search Committees, Faculty Equity Advocate college representatives, and the Office of Equity and Compliance are responsible for ensuring that the evaluation/assessment of all candidates is equitable and consistent in all stages of the recruitment, including documented processes and verifiable evidence. Listed below are the general roles and responsibilities.

#### **Role of the Dean**

- Ensures process is implemented in compliance with the Collective Bargaining Agreement (CBA) and with campus recruitment policies and procedures
- May review files at any stage of the search process
- Makes recommendation/requests to the Provost
- Reviews and approves position description
- Reviews recruitment and advertising plan
- Reviews and approves evaluation criteria
- Reviews and approves applicant pool
- Reviews and approves list of semi-finalists
- Reviews and approves list of finalists
- Reviews files of all finalists
- Meets with all on-campus finalists
- Recommends appointment of final candidate to the Provost
- Maintains strict confidentiality concerning all information received, reviewed, and discussed

#### Role of the Department Chair

- Ensures process is implemented in compliance with the CBA and with campus recruitment policies and procedures
- May review files at any stage of the search process
- May consult with the Dean throughout the process
- Monitors the recruitment process and keeps it moving in a timely manner
- Facilitates the election of the Department Search Committee
- May collaborate with the Search Committee to develop the position description and recruitment and advertising plan
- Maintains strict confidentiality concerning all information received, reviewed, and discussed

#### Role of the Department Search Committee

- Ensures process is implemented in compliance with the CBA and with campus recruitment policies and procedures
- Participates in training facilitated by the Office of Equity and Compliance (OEC)
- Proactively recruits and advertises the position announcement
- Screens applicants to determine which meet required qualifications
- Evaluates candidates using approved Screening and Selection process
- Solicits feedback from all tenured and tenure-track faculty and takes that feedback into consideration when evaluating candidates and recommending finalists
- Submits finalists' recommendation to the Dean
- Follows established protocol throughout the search
- Maintains strict confidentiality concerning all information received, reviewed, and discussed

#### Role of the Faculty Equity Advocate (FEA)

- May participate in training facilitated by Faculty Affairs and the Office of Equity and Compliance (OEC)
- Reviews position description and makes recommendations, if any
- Reviews recruitment and advertising plan and makes recommendations, if any
- Reviews evaluation criteria and makes recommendations, if any
- Reviews applicant pool in various stages (e.g., Initial, Semi-Finalists, and Finalists pool)
- Follows established protocol throughout the search
- Maintains strict confidentiality concerning all information received, reviewed, and discussed

#### Role of the Office of Equity and Compliance (OEC)

- Ensures process is implemented in compliance with campus recruitment policies and procedures
- Ensures that all relevant federal and state laws and court decisions related to recruitment are addressed in the recruitment process

- Provides information on fair employment practices
- Facilitates training for the Department Search Committee
- Provides support/resources in appropriate distribution of the position description
- Reviews and approves the recruitment and advertising plan
- Evaluates diversity of the pool in relation to the recruitment
- Reviews and approves the applicant pool
- Maintains strict confidentiality concerning all information received, reviewed, and discussed

### Resources and Related Policies

- CBA Article 12: Appointment
- CBA Article 13: Probation and Tenure
- CBA Article 20: Workload
- Academic Senate Policy 19-19: Nepotism Policy

### **Step 1: Tenure-Track Search Authorization Request and Approval**

The Provost initiates the tenure-track search authorization process with a “Call For Requests” to the Deans to submit requests for authorizations for tenure-track searches for the upcoming academic year. Each college submits requests, with justifications/rationales as requested by the Provost. The Provost consults with the Deans as needed and provides formal notification of those positions that are approved for recruitment.

### **Step 2: The Search Committee**

The elected Search Committee with a minimum membership of three faculty is established consistent with department procedures and within the requirement that tenured and tenure-track faculty members are elected to serve on Search Committees. (College or Department Constitution/Bylaws shall not apply in electing tenure-track Search Committee). In addition:

- Department faculty are encouraged to assemble a diverse Search Committee through their election process in line with the University’s goal of diversity, equity, inclusion, and access.
- FERP faculty may be elected if they teach both fall and spring semesters. FERP faculty are eligible to vote to elect the Search Committee during their teaching semesters. However, FERP faculty *may not* volunteer to serve. All Search Committee members must be elected.
- Faculty on sabbatical or difference-in-pay leave may serve on a Search Committee if they are willing and available both semesters. Faculty must submit a “A Sabbatical/Difference-in-Pay Exception to Conditions of Leave Form”, approved by the Provost, to serve.
- A list of the members of the Search Committee is forwarded to the Dean's Office. Normally, a Department Chair shall abstain from being a Search Committee member.
- Members of the Search Committee shall be finalized prior to the first convening meeting.

The Dean (or Designee) will convene each Search Committee meeting to discuss search procedures and to ensure that the process focuses on hiring faculty members who will be able

to support the success of our diverse student body. The Search Committee Chair is also elected at this time.

During the first Search Committee meeting, members of the Search Committee are expected to participate in the workshops provided by Faculty Affairs and the Office of Equity and Compliance for an overview and information on Search Committee responsibilities, confidentiality, and best practices and compliance guidelines for Diversity, Equity, Inclusion, and Access.

### **Step 3: The Position Description (PD)**

Using the PD template provided by Faculty Affairs (*Attachment A*; also available online [Faculty Affairs: Recruitment Resources](#)), and consistent with department procedures, the department, in collaboration with the Search Committee and the Faculty Equity Advocate college representative(s), develops a Position Description (PD) specific to the requirements of the position. The Department Chair and Search Committee Members are encouraged to consult the document “Quick Guidelines: Creating, Reviewing, Developing Position Description” (*Attachment B*; also available online [Faculty Affairs: Recruitment Resources](#)) when developing the PD. The PD includes the following: Effective date, rank, anticipated salary hiring range, required qualifications, preferred qualifications, duties, required applicant documentation, date when review of applications will begin, and the contact information, including phone/email, for the person who should be contacted for information regarding the search.

Departments should be cognizant of the following when developing the PD:

- Departments are encouraged to develop broadly defined position descriptions, where appropriate or feasible. A PD with two or more areas of specialization tends to attract a larger and more diverse applicant pool.
- All PDs will include, as part of the required documentation from applicants, a Student Success Statement about their teaching or other experiences, successes, and challenges in working with a diverse student population. **Note:** Department/College may develop a separate rubric for the Student Success Statement.

Once the PD is finalized within the department, it is signed by the department chair and then submitted to the Dean for review. After consultation and revision, as needed, the Dean signs the PD and forwards it to Faculty Affairs for review. Please note that **each** PD must be assigned an active job number (from PeopleSoft) for the appropriate position and department prior to forwarding it to Faculty Affairs for review. The job number is essential to initiate posting in [PageUp](#).

Faculty Affairs (FA) reviews the PD and may request clarification and/or revision from the department and/or college. After review and approval of the PD by Faculty Affairs:

- FA emails the approved PD (with a Job Number), with required revisions indicated (if needed), to the College. FA also provides the Application Configuration Form (ACF) (*Attachment C*; also available online [Faculty Affairs: Recruitment Resources](#)) for the Department/Department Search Committee Chair, and College Dean (or Designee) to complete, review and/or approve. The ACF is required to be submitted for every

recruitment prior to posting/advertising the position. The purpose of the ACF is for FA to configure the recruitment online application in [PageUp](#).

- The College returns the final PD and AFC electronically to FA with all required revisions completed.
- The final PD is published in [PageUp](#).

#### **Step 4: The Recruitment and Advertising Plan (R&A Plan)**

Using the R&A plan template provided (*Attachment D*; also available online [Faculty Affairs: Recruitment Resources](#)) as well as other recruiting resources provided by the Office of Equity and Compliance (OEC), the department, in consultation with the Search Committee and Faculty Equity Advocate college representative(s), develops a Recruitment and Advertising Plan (R&A Plan) and may submit it to the Dean (or Designee) for review as an option.

The R&A Plan is forwarded to the OEC for review and approval. The OEC may require consultation and/or revision prior to approval. The position may not be advertised before approval of the R&A Plan by the OEC and the approval of the PD by Faculty Affairs.

**NOTE:** The R&A Plan should be submitted to the OEC while the position description approved by the Dean is submitted to FA.

The R&A Plan must include a list of **specific** efforts by the Search Committee and the department to attract the most robust and diverse pool of highly qualified applicants. The R&A Plan includes **specific identification** of recruitment announcements and other activities that the department will provide. The following are general categories within which specific examples are to be provided on the R&A Plan.

#### **The Department Responsibilities**

- Advertises in discipline-related professional association publications, newsletters, professional associations used by academicians within the discipline; sends the job announcement to professional associations and e-mails representatives from the Latine/x, African American/Black, and Asian American caucuses, the feminist/women's caucuses, and the LGBTQ+ caucuses within these professional associations.
- Sends an announcement to each institution of higher education in the United States granting doctorates and to institutions with outstanding graduate and undergraduate programs in the discipline.
- Posts announcements at discipline-related local, regional, and national conferences and identifies which individual faculty will be in attendance.
- Sends announcements electronically to professionals whose names appear on a variety of e-mail directories related to the discipline.
- Undertakes recruitment activities designed to target potential candidates from underrepresented/minoritized groups.
- Reviews directories of women and ethnic minority doctoral candidates; sends letters and announcements to those individuals pursuing either degrees and/or research appropriate for the position(s).

- Sends announcements to colleges and universities designated as Minority-Serving.
- Identifies potential applicants in targeted groups (with input from department faculty) and encourages their application for the position.

**NOTE:** The Search Committee and Department/College are expected to complete *all items* identified on the R&A Plan and *to provide documentation of each and upload documents in the DOCUMENT section within [PageUp](#)* as part of the recruitment process. The department must consult with the Dean early in the recruitment process if it is unable to complete any part of the R&A Plan and should provide an explanation of why that information is not provided.

Should the Search Committee or Department include additional recruitment efforts that are not listed on the approved R&A Plan, a separate list of these recruitment efforts must be provided along with proof of advertising.

### **Step 5: Tenure-Track Search Screening and Selection Checklist (S&S Checklist)**

A Tenure-Track Search Screening and Selection Checklist (Attachment E; also available online [Faculty Affairs: Recruitment Resources](#)) must be completed for each position. The signed S&S Checklist (with the five required documents included) must be approved by the Dean and uploaded in [PageUp](#) by the College before the Dean may give the initial pool approval (following consultation with OEC) to the Search Committee to start reviewing applicant files.

**The S&S Checklist includes the following five (5) items:**

- 1) Required Qualifications Rating Sheet: A “yes/no” rating sheet with items taken directly from the PD.
- 2) Preferred Qualifications Rating Sheet: A rating sheet, typically on a 1-5 scale, with items taken directly from the PD. Rating sheeting may be weighted.
- 3) Electronic Interview Questions for Semi-Finalists: All questions to be used for electronic interviews must be approved by the Dean (or Designee): At least one question that addresses the candidate’s *demonstrated commitment to working successfully with a diverse student population* must be included. The Interview Questions for Semi-Finalists must be approved by the Dean in consultation with the Provost (or Designee).
- 4) On-Campus Interview Questions for Finalists: All questions to be used for on-campus interviews must be approved by the Dean (or Designee): At least one question that addresses the candidate’s *demonstrated commitment to working successfully with a diverse student population* must be included. The on-Campus Interview Questions for Finalists must be approved by the Dean in consultation with the Provost (or Designee).
- 5) On-Campus Visit Activities: Each candidate interviewed on campus will be scheduled to participate in similar activities. This list shall include, at a minimum, a meeting with the Search Committee, a meeting with the Department Chair, and a meeting with the Dean (or Designee). Additional activities typically include a research presentation to the faculty, teaching an undergraduate class, demonstration of other relevant job skills, a meal with members of the Search Committee, campus tour, etc.

**NOTE:** The Department/College is expected to complete *all items* identified on the S&S Checklist and to *upload the approved documents in the DOCUMENT Section in [PageUp](#)* as part of the recruitment process.

### **Step 6: Requesting Pool Approval to Begin Review of Applications**

The Dean first consults with the AVP of Equity and Compliance for a review of the aggregated data provided as the *Equal Employment Opportunity (EEO) Diversity Data* report. The AVP of Equity and Compliance either recommends approval or recommends additional recruitment strategies. A pool that is insufficiently robust or diverse may result in an additional period of advertising. If the pool is sufficiently robust and diverse, the Dean grants approval and provides written notification to the Search Committee Chair. Should the pool be denied, the Dean shall communicate this to the Search Committee Chair and Department Chair for further consideration and discussion of next steps.

#### *EEO Diversity Data Report: Monitoring of the Applicant Pool*

Monitoring or reviewing the applicant pool requires the aggregated data. The aggregated data from the *EEO Diversity Data* is derived from information provided by each applicant with 100% response rate in [PageUp](#). The diversity data report is provided by FA to be reviewed **ONLY** by the Dean, the AVP of Equity and Compliance, and the AVP of Faculty Affairs on as-needed basis for each recruitment until an appointment is approved. FEA college representatives may review the *EEO Diversity Data* only with permission granted by the Dean. The *EEO Diversity Data Report* is confidential and **not for distribution**.

#### *Pool Approval by the Dean*

After a minimum of thirty (30) days following the first posting of the position description or by the established review deadline as advertised on the PD, the Search Committee Chair may seek the Dean's approval of the initial applicant pool and authorization to begin screening the applications.

*A written record of the Dean's approval/denial of the applicant pool must be uploaded in the DOCUMENT section in [PageUp](#) as part of the recruitment process.*

If the pool is determined to be insufficient or inadequate, the Dean shall consult with the Provost to determine if the search is to be cancelled.

**NOTE:** The Screening & Selection Checklist must be approved by the Dean and uploaded in [PageUp](#) by the College before the Dean may give the initial pool approval to the Search Committee to start reviewing applicant files.

#### *Early Pool Access*

The College may grant Departments early pool access for recruitments, especially recruitments with anticipated high yield of applications. As part of the condition of "early pool access", the Search Committee members cannot convene a meeting or discuss application files until after the "application to review deadline."

**NOTE:** Search Committee Members' [PageUp](#) access to recruitment may be delegated to the Department Coordinator/College Coordinator.

## **Step 7: Processing Applications**

As the applications are received, all members of the Search Committee are given [PageUp](#) access to the recruitment to review applications. Search Committee members are given early pool access (if granted by the College) or regular access once the pool is approved. No applicant pool access shall be granted to any Search Committee until the Screening & Selection Checklist is approved and uploaded in [PageUp](#).

### *Confidentiality*

All faculty searches are confidential and, as such, all application files and discussion of the applicants throughout the search process **MUST** remain confidential. Only Search Committee members may review an applicant's entire file while it is in the general applicant pool or in the semi-finalist (those applicants selected for an electronic interview) group. Once the Search Committee has identified the finalists (those applicants selected for an on-campus interview), department faculty may review the following items in a finalist's file: (1) the application letter; (2) the CV with personal information redacted; and (3) supplemental materials pertaining to teaching as well as scholarly and creative activity. Faculty members not on the Search Committee **MAY NOT** review teaching evaluations and reference letters.

### *Application Acknowledgement E-Mail*

Upon receipt/submission of application, an automatic e-mail communication through [PageUp](#) is sent to applicants acknowledging their interest.

For applicants with an incomplete application, an automated e-mail reminder is sent to applicants to complete their application file by providing any missing documentation as indicated in the position description before the deadline.

The Department Chair, Search Committee Chair, and Dean (or Designee) should consult the Guide to [PageUp](#) Communications (*Attachment F*; also available online [Faculty Affairs: Recruitment Resources](#)), provided as support in managing applications, throughout the recruitment process.

### *Applicant Status Guide: [PageUp](#)*

The Department/College Coordinator manages the applications primarily using the Guide to Application Statuses (*Attachment G*; also available online [Faculty Affairs: Recruitment Resources](#)). For instance, the initial STATUS of each reviewed applicant shall be changed from "New Application" to either "Meets Required Qualification" or "Does Not Meet Required Qualification" STATUS in [PageUp](#). Please consult the Application Status Guide for specific role and/or action based on STATUS.

## **Step 8: Initial Screening for Required Qualifications**



The Search Committee conducts an initial screening of applications via a rating process to determine those who meet the Required Qualifications as identified in the position description. For a national search, at least thirty days should elapse between the announcement of the position and the beginning of initial screening.

The applicant rating process occurs outside [PageUp](#). Each member of the Search Committee initially reviews the files independently and completes a ratings sheet for Required Qualifications. In the case of large applicant pools, a sub-committee of the Search Committee may be selected by the Search Committee to complete this initial screening. The sub-committee shall have a minimum of two members. However, any member of the Search Committee may request a reconsideration of an applicant's file determined by the sub-committee not to meet the Required Qualifications. The full committee shall then determine whether that applicant meets expectations and remains in the candidate pool.

Once the Search Committee completes the initial screening, the Search Committee chair provides the results of the screening, (i.e., a list of applicants that meet or do not meet the required qualifications) to the dean (or designee) for approval. After the dean's approval, the list is shared with the Department Coordinator. The Department Coordinator updates the applications, as determined by the Search Committee and/or the dean. The STATUS of every applicant will be changed from "New Application" to "Meets Required Qualifications" or "Does Not Meet Required Qualification" STATUS in [PageUp](#). Please consult the Application Status Guide (*Attachment G*) for specific role and/or action based on STATUS.

#### *Regret E-Mail*

An automated regret e-mail is sent to applicants in "Does Not Meet Required Qualifications" STATUS. The e-mail communication is triggered once the applicant's status changed from "New Application" to "Does Not Meet Required Qualifications."

Faculty Affairs highly recommends that departments endeavor to update the status of each applicant in the system expeditiously so that the applicants that **do not** meet the required qualifications can be notified in a timely manner and the remaining qualified candidates can move forward in the recruitment process. Please note that not every status requires or generates communication or notification. For instance, an applicant can remain in "Meets Required Qualifications" status until the end of the search process.

Every applicant who "Meets Required Qualifications" will then be reviewed for "Preferred Qualifications."

### **Step 9: Screening for Preferred Qualifications and Selection of Semi-Finalists**

Selection of semi-finalists from among the candidates meeting Required Qualifications will begin with each member of the Search Committee independently recording their ratings of preferred qualifications as stated in the position description for each candidate on the approved ratings sheet. A group discussion and consensus will identify the recommended semi-finalist pool (typically six to ten candidates), depending on the size of the pool. If consensus is reached, decisions will be made by a majority vote of the Search Committee members. **NOTE:** Semi-Finalists identified by the committee shall have the status of "Prospective Semi-Finalists."

The list of semi-finalists recommended by the Search Committee, along with their CVs and Student Success Statements, will be forwarded to the Dean for approval. After approval of the candidate list by the Dean and the Provost (or Designee), telephone/virtual interviews with the semi-finalists will be conducted.

#### **Step 10: Semi-Finalists Approval (Final Approval by Provost)**

The semi-finalist pool may be approved by the Provost (or Designee) if demonstrated efforts were made toward the goal of recruiting highly qualified, diverse candidates. The semi-finalist pool submitted by Dean to the Provost and AVP Faculty Affairs for approval shall include demographic data on the semi-finalist pool derived from [PageUp](#) (provided by FA) and College level data that includes race, ethnicity, and gender data on Tenure-Track/Tenured faculty and students for all departments that are hiring (provided by the department).

The Provost (or Designee), in consultation with the Dean, will approve the list of semi-finalists based on demonstrated efforts toward the goal of recruiting highly qualified, diverse candidates. The turnaround time for approval is expected to be within 72 hours. Once the semi-finalist pool is approved by the Provost (or Designee), the College uploads documentation of approval of the semi-finalists to [PageUp](#) and updates the status of the approved candidates in [PageUp](#) from “Prospective Semi-Finalists” to “Semi-Finalists – Approved by Dean” status. At this time, the Dean will notify the Search Committee Chair of the approved semi-finalists.

In coordination with the Search Committee Chair, the Department begins to schedule interviews according to the dates/times provided and send notices to candidates via [PageUp](#) or through other means of communication outside the [PageUp](#) system.

#### **Step 11: Interviews of Semi-Finalists**

Each candidate must be given an equivalent interview experience. Unless all semi-finalists can participate in a virtual interview, this process must not be offered, and interviews will be conducted by telephone.

All members of the Search Committee will interview each candidate in the semi-finalist pool to assess their level of interest in the position and to obtain further information on the qualifications of the candidate relevant to the search criteria as well as their responses to the student success questions. All candidates will be asked the same set of questions (approved and provided in the S&S Checklist), with follow-up as needed for answers provided.

Each semi-finalist interview will be briefly summarized by the Search Committee Chair in a written memorandum. This memorandum shall not include specific reference to the gender and/or ethnicity of the candidates.

**NOTE:** Any member of the Search Committee who is not present for an applicant’s interview may not participate in determining whether that applicant is recommended as a finalist.

#### **Step 12: Selection of Finalists and Request for Approval for On-Campus Interviews**

Following the electronic interviews of semi-finalists, the Search Committee will identify approximately three to four finalists (provided the size of the pool permits) to recommend for on-campus interviews. The selection of the finalists will be based on further discussion of the qualifications of each of the semi-finalists and will consider the overall result of interviews in that decision. The Search Committee will document the key considerations used to reach decisions on the candidates and the rationale for the recommendation of finalists. The recommendations of the finalists should also include evidence of the process by which the committee determined their selection (to achieve equity, diversity, inclusion, and accessibility goals) and a reflection of their demonstrated efforts to recruit highly qualified candidates from diverse backgrounds.

**IMPORTANT:** Official transcripts of each finalist shall be requested by the committee and provided to the Department or College prior to interviewing the final candidates (please note that a student issued/copy transcript is considered **unofficial**). A finalist with a foreign degree will need to have that degree evaluated (U.S. degree equivalency) by the Center for International Education (CIE) to confirm that the degree meets the Required Qualifications as stated in the PD.

The Search Committee's recommended finalists will be submitted to the Dean, who will consult with the Provost and AVP Faculty Affairs prior to granting approval of the list. The Dean will submit their rationale for their recommendation of finalists. The expectation is that the Search Committee Chair will be notified by the Dean/College of approved finalists within 48 hours of the Dean submitting its recommended finalists to the Provost and Designee.

Following consultation with the Provost, the Dean may identify additional candidates for interview prior to approving the finalists.

Upon receiving the approval of the Dean and Provost (or Designee), the Search Committee Chair (or Designee) will contact the finalists to invite them for on-campus interviews and to discuss travel arrangements. At that time, the Search Committee Chair will inform each of the finalists that their application will no longer be confidential.

**IMPORTANT:** Should a finalist(s) decline an on-campus interview or withdraw their application; the committee shall identify additional/new finalists from the semi-finalist pool and/or reviewing additional/new applicants from the pool.

If current CSULB lecturers applied for the position but did not make it to the "on-campus interview" stage, the Search Committee Chair will inform them of this as a courtesy before the list of interviewees is made public.

**NOTE:** The Dean, in consultation with the Provost (or Designee), is the only approving authority for the finalists for on-campus interviews.

### **Step 13: Preparing for On-Campus Interviews**

#### **Complete Prior to Interviewing Final Candidates:**

- Request and review letters of recommendation unless requested earlier in the recruitment.
- Request official transcript of terminal degree. Please note that a student issued/copy transcript is considered **unofficial**.
- Determine questions to be asked of each reference. Committee is required to document the reference questions for the finalists' references.
- Inform finalists that references, except for current employer, will be checked.
- Request additional references if references are not available or cannot be reached.
- Inquire if reasonable accommodations are needed for campus visit. If yes, notify FA.
- Review the Compliance Guidelines for Search Committees in the CSULB Faculty Diversity Recruiting Toolkit provided by the OEC. Interviewers are to pay careful attention to those areas of questioning that are not to be initiated by the committee but may be responded to if initiated by the candidate (e.g., candidates may not be asked if they have children, but committee members may respond and provide information if candidates volunteer that they have children and are interested in information about daycare and local schools).

For each search, a designated individual (i.e., Dean, Department Chair, members of the Search Committee), determined by the Dean, will be assigned the responsibility of checking the finalists' references.

#### **Step 14: Conducting On-Campus Interviews**

Each candidate interviewed on campus will be scheduled to participate in similar activities. This schedule shall include, at a minimum, a meeting with the Search Committee, a meeting with the Department Chair, and a meeting with the Dean. The schedule of activities during the on-campus visit is to be included in the S&S Checklist and the activities must be the same for each candidate.

In addition to speaking with members of the department, candidates may wish to talk with faculty who represent a particular affinity group on campus. The Search Committee may contact the OEC or FA to procure the names of willing campus representatives from the relevant groups. Conversations between candidates and affinity group representatives may occur on the day of the interview or, if the faculty member is unavailable, immediately thereafter.

Again, should a finalist(s) decline an interview or withdraw their application or no viable candidate is identified from the finalist pool, the Search Committee, with the approval from the Dean, shall identify additional/new finalists from the semi-finalist pool and/or reviewing additional/new applicants from the pool.

**IMPORTANT:** Only the Provost and the Dean have the authority to negotiate the terms of an appointment. Under no circumstances should anyone not authorized to negotiate these terms make any promises or offers to a candidate, either verbally or in writing. Matters that might be negotiated by those authorized to do so include compensation, service credit, moving expenses, start-up funding, reassigned time, or other terms of the appointment.

#### **Step 15: Search Committee Recommendation for Appointment to the Dean**

The Search Committee may solicit feedback, consistent with department procedures, from faculty, students, and staff who have participated in search activities during the on-campus interviews. After the interviews of all the finalists, the Search Committee convenes to discuss the qualifications of the candidates based on the Committee's assessment of their applications and their performance during the on-campus interviews. The Committee prepares a written memorandum that includes an analysis of each candidate, including a statement regarding their potential to be successful with our diverse student population. In addition, this memorandum shall not include specific reference to the gender and/or ethnicity of the candidates. The Dean may also request a ranked list provided by the department.

**NOTE:** Members of the Search Committee who did not attend an on-campus applicant visit must recuse themselves from the final decision on whether that applicant will be recommended for appointment.

The Search Committee Chair copies all committee members and Department Chair on their recommendation to the Dean. The Search Committee Chair may e-mail their recommendation as opposed to a memorandum and ensure that all committee members are copied in the communication. The Search Committee Chair shall also provide a copy of the recommendation to the College to be *uploaded in the DOCUMENT section in PageUp* as part of the recruitment process.

The Search Committee shall be notified if the Dean rejects their recommendation(s), including the rankings of the finalists (if applicable). Members of the Search Committee will then have a conversation or meeting with the Dean to discuss the Dean's decision and next steps (including the decision to invite additional candidates for on-campus interviews). If agreement cannot be reached, both the Dean and the Search Committee will consult with the Provost (or Designee).

**NOTE:** The College may establish guidelines on the format and content of the Search Committee's recommendation (for example, articulating strengths and weaknesses of each finalist, whether each finalist is highly recommended/recommended/not recommended, etc.).

#### **Step 16: Dean Recommendation for Appointment to the Provost**

The Dean consults with the Provost regarding the finalist recommended for appointment. The Provost and Dean discuss the terms and conditions of the offer. These typically include salary, start-up funding and/or equipment, reassigned time, service credit (if any), additional relocation funding (if any), and any other additional resources or conditions that are to be included in the appointment letter.

**NOTE:** The Dean must identify at that time candidates who have not yet been conferred the required degree.

The Dean provides proposed salaries to be offered to up to 3 finalists per position in rank order, taking into consideration the current salaries of a comparable faculty rank in the hiring department as well as the qualifications and experience of potential candidates.

The previously submitted demographic data on semi-finalist pool and College level data that includes race, ethnicity, and gender data on Tenure-Track/Tenured faculty and students for all departments that are hiring (provided by the department) will again be reviewed.

#### Complete Prior to Verbal Offer

The Dean, Department Chair, or Search Committee Chair will obtain permission from the finalist being recommended for appointment to contact their current/most recent employer.

*The required current employer reference check:* The Dean (or the Department Chair or Search Committee Chair) will contact the finalist's current employer and provide the set of questions used, a written statement summarizing the content of the verbal conversation with the current employer. The statement should include the date of the conversation and the name and title contacted as current employer. The College shall upload this statement in the DOCUMENT section in [PageUp](#) as part of the recruitment process (See Step 17).

#### Verbal Offer: Top Choice Candidate

Once the terms and conditions of the employment offer are approved by the Provost, the Dean discusses the terms and conditions of the offer to the candidate. These typically include salary, start-up funding and/or equipment, reassigned time, service credit (if any), additional relocation funding (if any), and any other additional resources or conditions that are to be included in the formal offer letter.

Once the verbal offer is accepted, candidate anticipates an e-mail confirming the terms of the verbal offer pending the official formal offer letter. The verbal offer e-mail confirmation shall include "Employment Verbal Offer Condition" (*Attachment H*) as part of the communication.

**NOTE:** If all approved finalists decline an offer of employment, the Dean may consult with the Search Committee on whether to request that additional semi-finalists be invited for on-campus interviews. The Dean would then consult with the Provost and AVP Faculty Affairs prior to approving any additional candidate(s) for an interview.

### **Step 17: Submitting the Final Appointment: Formal Offer**

Once a candidate has been approved for an offer of employment, all the required documents shall be available for review in the DOCUMENT section in [PageUp](#) as part of the recruitment process. Please consult the Checklist for Tenure-Track Appointment for reference to all the required upload documents to prepare formal offer (*Attachment I*; also available online [Faculty Affairs: Recruitment Resources](#)).

#### For recruitments with tenure

Eligible tenured faculty in the appropriate department/program vote on tenure for the candidate. Numeric summary of votes shall be submitted to the Dean for inclusion in the file and shall be available for review in the DOCUMENT section in [PageUp](#) as part of the recruitment process.

#### For recruitments with more than one rank

Eligible tenured faculty in appropriate department/program at same or higher rank can vote on rank for candidate. For example, an Associate Professor can vote on the rank of Assistant or Associate and a Full Professor can vote on the rank of Assistant or Associate or Full Professor. A numeric summary of votes shall be submitted to the Dean for inclusion in the file and shall be available for review in the DOCUMENT section in [PageUp](#) as part of the recruitment process.

#### **Step 18: Notification Letter to Applicants Not Selected for Appointment**

After the formal offer is *accepted* by the candidate, the Department Coordinator sends a notification to all other applicants through [PageUp](#). The Search Committee Chair personally notifies all finalists who are not selected. The Department shall update the status of all other applicants in the pool in [PageUp](#) including those who have not received any communication and update on their STATUS as “Search Concluded.”

**NOTE:** As the search process is confidential, an applicant is not provided with the Committee’s specific rationale for not having been selected.

#### **Step 19: Department Action Log: Additional Information**

As part of the recruitment process, the Department completes and uploads the Department Action Log form (Attachment J; also available online [Faculty Affairs: Recruitment Resources](#)) in [PageUp](#) at the conclusion of the search.

#### **Step 20: Confidentiality and Retention of Search Files – Three Years (3)**

Departments must retain copies of the approved *Position Description, Recruitment and Advertising Plan, Tenure-Track Search Screening and Selection Checklist, Department Action Log*, and *Applicant Lists* in paper or digital form. These documents and all rating sheets, and correspondence to applicants are kept for **three (3) years** prior to purging. Within this three-year period, files are made available to the Office of Faculty Affairs and Office of Equity and Compliance, as requested.

Selected documents (*Recruitment and Advertising Plan, Tenure-Track Search Screening and Selection Checklist, Department Action Log*, and *Applicant Lists*) are also accessible through [PageUp](#) with current retention schedule under review.

**REMINDER:** All search documents during and following the search are confidential.