

CALIFORNIA STATE UNIVERSITY, LONG BEACH
OFFICE OF FACULTY AFFAIRS
TENURE-TRACK SEARCH PROTOCOL

Step 1: Tenure-Track Search Authorization Request and Approval

The Provost asks the Deans to submit requests for authorizations for tenure-track searches for the following academic year. Each college submits requests, with justifications/rationales as requested by the Provost. The Provost consults with the Dean as needed and then provides formal notification of those positions that are approved for recruitment.

Step 2: The Search Committee

A department 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. In addition:

- Department faculty are encouraged to assemble a diverse search committee through their election process.
- FERP faculty may be elected if they teach both fall and spring semesters. FERP faculty may not volunteer to serve. FERP faculty are eligible to vote to elect the search committee during their teaching semester.
- Faculty on sabbatical or difference-in-pay leave may serve if they are willing and available both semesters.
- A list of the members of the search committee is forwarded to the Dean's Office and noted on the Department Action Log (Step 9)

Members of the search committee are expected to participate in a workshop provided by Faculty Affairs and the Office of Equity and Diversity.

The Dean will convene each search committee to discuss search procedures and to ensure the process focusses on hiring faculty members who will be able to support the success of our diverse student-body.

Step 3: The Position Description (PD)

Using the template provided by Faculty Affairs and consistent with department procedures, the department develops a *Position Description* (PD) specific to the requirements of the position. The PD includes the following: Effective date, rank, minimum qualifications, desired/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 (including by applicants) regarding the search.

- Where appropriate or feasible, departments are encouraged to develop broadly defined position descriptions. A PD with two or more areas of specialization tends to attract a larger and more diverse applicant pool.
- The PD template will include a statement approved by the Provost that speaks to the campus goal to recruit a highly talented and diverse faculty who share our strong commitment to the academic success of all of our students.

- All PDs will include the following as a Minimum Qualification: *Demonstrated commitment to working successfully with a diverse student population.*
- All PDs will include as part of the required documentation from applicants a Student Success Statement (approximately one page, single-spaced) about their teaching or other experiences, successes, and challenges in working with a diverse student population.
- All PD announcements will include the following diversity statement:
CSULB seeks to recruit faculty who enthusiastically support the University's strong commitment to the academic success of all of our students, including students of color, students with disabilities, students who are first generation to college, veterans, students with diverse socio-economic backgrounds, and students of diverse sexual orientations and gender expressions. CSULB seeks to recruit and retain a diverse workforce as a reflection of our commitment to serve the People of California, to maintain the excellence of the University, and to offer our students a rich variety of expertise, perspectives, and ways of knowing and learning.
- All PDs and advertisements will include the following Equal Opportunity Employer (EOE) language:
CSULB is committed to creating a community in which a diverse population can learn, live, and work in an atmosphere of tolerance, civility and respect for the rights and sensibilities of each individual, without regard to race, color, national origin, ancestry, religious creed, sex, gender identity, sexual orientation, marital status, disability, medical condition, age, political affiliation, Vietnam era veteran status, or any other veteran's status. CSULB is an Equal Opportunity Employer

The PD 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.

Faculty Affairs reviews the PD and may request clarification and/or revision from the department and/or college. Faculty Affairs approves the PD and:

- Forwards the PD to the Office of Equity and Diversity for a Recruitment Number
- Emails the approved PD, with required revisions indicated, to the College
- The College returns the final PD electronically to Faculty Affairs with all required revisions made and with the recruitment number included

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

Using the template provided as well as other recruiting resources provided by the Office of Equity and Diversity, the department develops a *Recruitment and Advertising Plan (R&A Plan)* and submits it to the Dean or designee for review and approval.

The R&A Plan is then forwarded to the Director of Equity and Diversity for review and approval. **NOTE:** The R&A Plan approved by the Dean should be submitted to the Office of Equity and Diversity at the same time that the position description approved by the Dean is submitted to Faculty Affairs.

The Director of Equity and Diversity may require consultation and/or revision prior to approval. The Director will then assign a recruitment number.

NOTE: The position may not be advertised before approval of the R&A Plan by the Director of Equity and Diversity and the assignment of a recruitment number.

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

- 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 Latino, African American, and Asian American caucuses, the feminist/women's caucuses, and the gay and lesbian 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 field.
- 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 field.
- Undertakes recruitment activities designed to target potential candidates from underrepresented/underutilized 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.
- Search committee and department faculty identify potential applicants in targeted groups.

NOTE: The department is expected to complete *all items* identified on the R&A Plan and to *provide documentation of each* with the final appointment file that is provided to Faculty Affairs at the end of the recruitment process. If the department is unable to complete any part of the R&A Plan, the department must consult with the Dean early in the recruitment process and then provide an explanation with the final appointment file.

Should the 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* (S&S Checklist) must be completed for each position. The signed S&S Checklist (with the five required documents attached) must be approved by the Dean and submitted to Faculty Affairs before the Dean may give pool approval to review applicant files.

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

- 1) Minimum Qualifications Rating Sheet: A “yes/no” rating sheet with items taken directly from the PD.
- 2) Desired/Preferred Qualifications Rating Sheet: A weighted rating sheet, typically on a 1-5 scale, with items taken directly from the PD.
- 3) Telephone/Electronic Interview Questions for Semi-Finalists: Questions must be approved by the Dean and are to include at least one question that addresses the candidate’s *demonstrated commitment to working successfully with a diverse student population*. This question needs to be approved by the Dean in consultation with the Provost.
- 4) On-Campus Interview Questions for Finalists: Questions must be approved by the Dean and are to include at least one question that addresses the candidate’s *demonstrated commitment to working successfully with a diverse student population*. This question needs to be approved by the Dean in consultation with the Provost.
- 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, with the Department Chair, and with the Dean. 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.

Step 6: Submission of Applicant Names to the Office of Equity and Diversity

Confidential Data Sheets

The Office of Equity and Diversity solicits a *Confidential Data Sheet* from each applicant. The department must send, to the Office of Equity and Diversity, an updated list of applicant names and email addresses on a weekly basis (in Excel format) until an appointment is approved. This applicant list must include the name of the department, the name of the position, and the recruitment number at the top of the page.

NOTE: Search committees may not request pool approval to review applications without having completed this process.

Step 7: Requesting Pool Approval to Begin Review of Applications

Monitoring of the Applicant Pool by the Director of Equity and Diversity

The applicant pool is monitored by the Director of Equity and Diversity for return rates of the *Confidential Data Sheet* and for the size and diversity of the applicant pool.

Pool Approval by the Dean

After a minimum of thirty (30) days following the first posting of the position description, the Search Committee may seek the Dean's approval of the applicant pool and the authorization to begin screening the applications.

NOTE: Review or screening of applications may be dictated by the established deadline as advertised on the PD.

The Dean first consults with the Director of Equity and Diversity for a review of the aggregated data from the *Confidential Data Sheet*. The Director of Equity and Diversity either recommends approval or recommends additional recruitment strategies. An unusually low return rate or a pool that is insufficiently robust or diverse may result in an additional period of advertisement. If the pool is found to be sufficiently robust and diverse, the Dean grants approval and provides written notification to the Search Committee Chair.

A written record of the Dean's approval of the applicant pool must be included in the *Applicant Log* that is submitted to Faculty Affairs with the final appointment file at the end of the recruitment process.

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

Step 8: Processing Applications

As the application materials are received, they are placed in a file folder labeled with the corresponding candidate's name. The file folders are kept in a **confidential and secure location** in the department office and all members of the Search Committee are given access to the files.

Confidentiality

All faculty searches are confidential. Applicant files and any discussion of the applicants throughout the search process **MUST** be kept confidential. Only those faculty members on the department search committee may review an applicant's entire file while it is in the general applicant pool or in the semi-finalist (those applicants selected for a telephone/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 letter of application, (2) the CV with personal information redacted, and (3) supplemental materials pertaining to teaching as well as scholarly and creative activity. However, faculty members not on the search committee **MAY NOT** review teaching evaluations and reference letters.

The Dean and the Department Chair

The Dean and the Department Chair may review files at any stage of the search process. The Department Chair may consult with the Dean throughout the process. The Dean approves pools of applicants, semi-finalists, and finalists. The Department Chair is integral to the search process and may review files at any stage and may consult with the search committee regarding progress.

Department Acknowledgement Letter

Upon receipt of an indication of interest in the position, the Chair of the Search Committee sends applicants a letter acknowledging their interest. **Applications are NOT reviewed for screening qualifications at this time.**

In that letter, a request is made for applicants to complete their application file by providing any missing documentation as indicated in the position description.

Letters should include the following statements:

- *CSULB does not discriminate on the basis of disability against otherwise qualified applicants. CSULB will make reasonable accommodation to applicants with disabilities. If you need accommodation in the pre-employment selection process (applications, tests, interviews, etc.) please contact the Office of Equity and Diversity.*
- *You will be receiving an electronic request from CSULB's Office of Equity and Diversity requesting you to complete a Confidential Data Sheet. I encourage you to respond immediately.*

Step 9: Maintaining the Department Action Log and the Applicant Log

Department Action Log: The Search Committee or Administrative Support Coordinator (ASC) maintains a log of actions and approvals from the beginning to the end of the search. These logs are for department records and are to be forwarded to Faculty Affairs as an item on the *Checklist for Tenure-Track Faculty Appointment* that is submitted with the final appointment file.

Applicant Log: The Applicant Log is forwarded to Faculty Affairs at the end of the search process. Although there is no required standard format for the log, it must contain the following minimum information:

- | | |
|-----------------------|---------------------------------|
| ▪ Search Year | ▪ Applicant Name |
| ▪ Recruitment Number | ▪ Applicant E-Mail Address |
| ▪ Department Name | ▪ Date of Acknowledgment Letter |
| ▪ Date of Application | ▪ Date of Regret Letter |

Step 10: Initial Screening for Minimum Qualifications

The Search Committee conducts an initial screening of applications to determine those who meet Minimum 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.

Using the approved yes/no rating sheet, each member of the search committee independently reviews the file and completes a rating sheet. (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 file found by the sub-committee not to meet Minimum Qualifications. The full committee shall then determine whether or not that applicant meets expectations and remains in the candidate pool.)

All candidate files found to meet Minimum Qualifications will then be reviewed for Desired/Preferred Qualifications.

Regret Letter

Send regret letters to applicants who do not meet minimum qualifications. *Sample notification:* “The Search Committee for the position of [POSITION TITLE AS ADVERTISED] at California State University, Long Beach thanks you for your interest in this position and in our campus. We regret to inform you that the Search Committee has elected not to pursue your application further. On behalf of the Committee, we wish you success and satisfaction in your career.”

Step 11: Screening for Desired/Preferred Qualifications and Selection of Semi-Finalists

Selection of semi-finalists from among the candidates meeting Minimum Qualifications will begin with each member of the Search Committee independently recording their rating of desired/preferred qualifications as stated in the position description for each candidate on the approved rating sheet. A group discussion and consensus will identify the recommended semi-finalist pool (typically six to ten individuals.) If consensus cannot be reached, decisions will be made by a majority vote of the search committee.

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. Following consultation with the Search Committee, the Dean may identify additional candidates prior to approving the list. After approval of the candidate list by the Dean, telephone/electronic interviews with the semi-finalists will be conducted.

Regret Letter

Send regret letters to applicants who met minimum qualifications but will not be considered as semi-finalists. *Sample notification:* “The Search Committee for the position of [POSITION TITLE AS ADVERTISED] at California State University, Long Beach thanks you for your interest in this position and in our campus. We regret to inform you that the Search Committee has elected not to pursue your application further. On behalf of the Committee, we wish you success and satisfaction in your career.”

Step 12: Telephone/Electronic Interviews of Semi-Finalists

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

All members of the Search Committee (with a minimum of a quorum present) will interview each candidate in the semi-finalist pool to assess their level of interest in the position, and to gain further information about the qualifications of the candidate relevant to the search criteria as well as the response to the student success question(s). 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 telephone/electronic interview will be briefly summarized by the Chair of the Search Committee in a written memorandum. **NOTE:** Any member of the Search Committee who is not present for an applicant interview may not participate in determining whether or not that applicant will be recommended as a finalist.

Step 13: Selection of Finalists and Request for Approval for On-Campus Interviews

Following the telephone/electronic interviews, the Search Committee will identify approximately 3-4 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 take into account the telephone/electronic interviews. The Search Committee will document the key considerations used to reach decisions on the candidates and the rationale for the recommendation of finalists.

The files of recommended finalists will be submitted to the Dean who will consult with the Provost prior to granting approval of the list. Following consultation with the Search Committee, the Dean may identify additional candidates for interview prior to approving the list. Upon receiving the Dean's approval, the Search Committee Chair will contact each finalist 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. If any current CSULB lecturers applied for the position but will not have an on-campus interview, the Search Committee Chair will inform them of this as a courtesy before the list of interviewees is made public.

NOTE: In consultation with the Provost, the Dean is the only approving authority for the finalists for on-campus interviews.

Step 14: Preparing for On-Campus Interviews

Complete Prior to Interviewing Final Candidates:

- Request and review letters of recommendation
- Determine questions to be asked of each reference
- Inform finalists that references will be checked with the exception of current employer
- Request additional references if references are not available or cannot be reached
- Inquire if reasonable accommodation is needed for campus visit. If yes, notify the Office of Equity and Diversity.
- Review the 1) *Compliance Guidelines for Search Committees* and the 2) *California Department of Fair Employment & Housing Fact Sheet* regarding Employment Inquiries provided by the Office of Equity and Diversity. 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. (For example, a candidate may not be asked if he/she has children, but may respond and provide information if the candidate volunteers that he/she has children and is interested in information about local schools.)

For each search, designated individuals (Dean, Department Chair, members of the Search Committee) have the responsibility of checking references of finalists.

Step 15: Conducting On-Campus Interviews

Each candidate interviewed on campus will be scheduled to participate in similar activities. This schedule shall include, at minimum, a meeting with the Search Committee, with the Department Chair, and 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 not represented in the department. The search committee may contact the Office of Equity and Diversity or the Office of Faculty Affairs to procure the name(s) of a willing campus representative from

one of the relevant groups. That conversation between the candidate and the representative may occur on the day of the interview or, if the faculty member is unavailable, immediately thereafter via telephone.

Only the Provost and the Dean have the authority to negotiate the terms of an appointment. Under no circumstances may 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 16: 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 last interview, the Search Committee convenes to discuss the qualifications of the candidates based on their assessment of their applications and their performance during the on-campus interviews. The Committee then decides which candidates are “recommended” and which are “not recommended” for appointment. The Committee prepares a written memorandum providing an analysis of the strengths and weaknesses of each candidate, including a statement regarding their potential to be successful with our diverse student population. In some cases, the Dean may request a ranked list; if that is the case, the committee should still analyze the strengths and weaknesses of each finalist. **NOTE:** Any member of the Search Committee who misses an on-campus applicant visit must recuse himself/herself from the final decision on whether or not that applicant will be recommended for appointment.

The Search Committee copies the Department Chair on their recommendation to the Dean.

Should the Dean reject the recommendation(s) of the Search Committee, the committee shall be notified so that they may meet with the Dean to decide whether to accept the decision of the Dean or to agree to bring in one or more other candidate(s). If agreement cannot be reached, both the Dean and the Search Committee can appeal to the Provost.

Step 17: Dean Recommendation for Appointment to the Provost

The Dean consults with the Provost regarding the candidate being recommended for appointment, including a discussion of the terms and conditions of 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 completed the required degree.

Complete Prior to Verbal Offer

- Obtain permission to contact current/most recent employer

The required reference check: The Dean (or the department chair) will contact the finalist’s current employer and provide a written statement about the results of the verbal conversation, including the date and the name of the contact. That statement must be included in the final appointment file (see Step 18).

A finalist with a foreign degree will need to have that degree evaluated by the Center for International Education (CIE) to confirm that it meets the Minimum Qualifications as stated in the PD.

NOTE: If all approved finalists decline an offer of employment, the Dean may consult with the Search Committee on whether or not to request that additional semi-finalists be invited for on-campus interviews. The Dean would then consult with the Provost prior to approving any additional candidate(s) for an interview.

Step 18: Submitting the Final Appointment File

Once a candidate has been approved for an offer of employment, a complete appointment file (including the ***Checklist for Tenure-Track Appointment*** on the Faculty Affairs website) is prepared by the Department and forwarded to the Dean. The Dean includes a written memorandum of the approved terms and conditions of the offer, and forwards the entire appointment file to the Faculty Affairs. A *complete* appointment file is needed before a formal offer letter can be generated by Faculty Affairs.

For recruitments with tenure

Eligible tenured faculty in appropriate department/program vote on tenure for candidate. Numeric summary of votes shall be submitted to Dean for inclusion in appointment file.

For recruitments with more than one rank

Eligible tenured faculty in appropriate department/program at same or higher rank 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 Dean for inclusion in the appointment file.

Step 19: Notification Letter to Applicants Not Selected for Appointment

After the formal offer is *accepted* by the candidate, the Search Committee Chair sends all semi-finalist applicants who are not selected for appointment a template letter of notification. The Search Committee Chair contacts finalists who are not selected for appointment. **NOTE:** As the search process is confidential, an applicant is not provided with the Committee's specific rationale for not having been selected.

Step 20: Retention of Search Files – Three Years (3)

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

Step 21: Confidentiality

Confidentiality of the search does not end when the search is completed or canceled. It remains confidential. It is mandatory that these files be secured in a confidential space within the department throughout the three-year period of retention.