



University Policy Statement

UPS 210.001

**RECRUITMENT AND APPOINTMENT
OF TENURE-TRACK FACULTY**

I. INTRODUCTION

The goal for recruitments is to appoint a high quality and diverse faculty utilizing an effective, nondiscriminatory recruitment process. Individuals who show promise of satisfying the criteria for reappointment, retention, tenure, and promotion should be selected in accordance with the position announcement.

The provisions of this document apply to the recruitment and appointment of tenure-track faculty. Appointment of temporary faculty is covered in UPS 210.050 while invitation of visiting scholars is covered in UPS 108.000. The appointment of tenure-track faculty must comply with the Collective Bargaining Agreement (CBA) currently in place between the California State University (CSU) and the California Faculty Association (CFA). Note that tenure-track faculty members are designated as probationary faculty in the CBA.

Recruitment of faculty is impacted by two parallel processes. This document deals with the process that focuses on the roles of faculty peer review committees (i.e., the Department Search Committee, DSC), Department Chairs, and Deans in recruiting and recommending high quality, diverse candidates for faculty positions. A second, and equally important, process is the work of the Office of the Vice President for Human Resources, Diversity, and Inclusion (HRDI), which is designed to assure that all of the relevant federal and state laws and court decisions related to recruitment are addressed in the recruitment process. Department Search Committees and Department Chairs must abide by the policy guidelines of this document which include the processes established and the training facilitated by the Office of the Vice President for HRDI.

II. DEFINITIONS

For the purpose of this policy, the terms “Department,” “Division,” and “School” shall be considered equivalent. The term “Dean” refers to College Deans and their equivalents in other units, including, but not limited to, the University Librarian and the Associate Vice Presidents for Student Affairs. As with all University policies, an appropriate administrator may delegate tasks to others (e.g. references to the Dean shall always be understood to mean “Dean or designee”). Unless otherwise noted, Vice President refers to the Provost/Vice President for Academic Affairs when recruiting tenure-track faculty and librarians, and to the Vice President for Student Affairs when recruiting counselors. In this document, the phrase “tenured faculty” includes FERP faculty.

- Applicants are individuals who have applied for the position.
- Candidates are individuals who meet the minimum qualifications for the position.

- Semifinalists are individuals who will be considered for screening prior to on-campus interviews.
- Finalists are individuals who will be invited to campus for an interview.

III. DIVERSITY

CSUF seeks to cultivate an environment that respects differences in various forms – race, ethnicity, gender, age, (dis)ability, sexual orientation, religious or political beliefs, marital status, and status within the University – and is committed to ensuring equal opportunity in its employment. Recruitment of tenure-track faculty shall be consonant with applicable equal employment opportunity policies and procedures.

Departments shall recruit from a wide variety of educational institutions to provide significant breadth of background and experience. Ideally, applicant pool demographics will be aligned with national pools of appropriately qualified candidates and should also be evaluated in relation to the student population of the department.

IV. ROLES

A. Department Chair

Implementation of the search for a new tenure-track faculty member shall be primarily the responsibility of the Department Chair concerned. Search procedures include the development and timely submission of a position announcement and recruitment plan. The Department Chair also ensures, with the support of the Office of the Vice President for HRDI, that fair employment practices are evident to all (applicants, department faculty, Dean, and Vice President) and, subject to budgetary constraints, that all available recruitment resources appropriate to the discipline are utilized. The Department Chair is responsible for monitoring the recruitment process and keeping it moving in a timely manner. The Department Chair may choose to review all documentation relating to a candidate's application, including the following restricted documents: transcripts, letters of recommendation, and reference checks. Administrative support staff may be used to assist the Department Chair in the recruitment process.

Following consultation with the Department Search Committee (DSC), the Department Chair, with the support of the Office of the Vice President for HRDI, is responsible for the appropriate distribution of position announcements and advertisements to media, conferences, doctoral and masters programs relevant to the vacancy, and diverse organizations appropriate to the discipline. The Department Chair is responsible for ensuring that tenured and tenure-track faculty have ample opportunity to review candidates' non-confidential application materials, to participate in the search process, and to provide feedback to the DSC. The Department Chair, in conjunction with the DSC, is responsible for reviewing the applicant pool and making recommendations regarding finalists to the Dean. It is the responsibility of the Department Chair to inform finalists of the requirements for tenure and promotion.

B. Tenured and Tenure-Track Faculty

All tenured and tenure-track faculty in the department who are not on the DSC shall be invited to participate in the selection of their future colleagues and may review letters of application, curricula vitae, writing samples, and other written statements, and shall be given the opportunity to provide input regarding candidates to the DSC before finalists are selected for interviews. Because recruitment is a personnel process, tenured and tenure-track faculty are expected to refrain from discussing any confidential information concerning applicants. Certain documents may be restricted for review only by the Department Chair and DSC (see below).

C. Department Search Committee (DSC)

In addition to the documents available for review by all tenured and tenure-track faculty, the members of the DSC also review the following restricted documents: transcripts, letters of recommendation, and reference checks. The DSC members shall solicit feedback from all tenured and tenure-track faculty and shall take that feedback into consideration when evaluating candidates and recommending finalists. The DSC shall establish the screening criteria, conduct the screening of applications, and, in conjunction with the Department Chair, make a recommendation on the finalists to the Dean. It is responsible for completing the recruitment matrix and other written documentation required as part of the search process. Administrative support staff may be used to assist the DSC in the recruitment process. The DSC shall maintain strict confidentiality concerning all information received, reviewed, and discussed. Members of the DSC may not solicit applications for that search.

D. Dean

The Dean is responsible for the integrity of the recruitment process and for ensuring that the process is implemented in compliance with the CBA, and campus recruitment policies and procedures. The Dean, in consultation with the Vice President for HRDI, reviews and approves recruitment documents, including the position announcement, the recruitment plan, and screening criteria. The Dean may choose to review all documentation relating to a candidate's application including the following restricted documents: transcripts, letters of recommendation, and reference checks. The Dean authorizes which candidates will be invited for campus interviews and recommends appointment of faculty to the Vice President. The Dean may authorize that a search be cancelled, postponed, or extended.

V. REQUEST FOR TENURE-TRACK FACULTY POSITIONS

Recruitment shall be consistent with the Department's, College's, and University's strategic plans, the University's affirmative action plan, and accreditation needs. It shall be based on forecasting of curricular needs, department needs in research and creative activities, projected student/faculty ratios, and the number of projected full-time equivalent students (FTES) and majors to be served by the Department. Each College should strive to maintain a ratio of tenured and tenure-track faculty to temporary faculty sufficient to ensure that activities requiring tenured and tenure-track faculty are adequately staffed.

Each year, on a date designated in advance by the Vice President, and following consultation with the appropriate departmental committee, each Department Chair shall submit to the Dean of the College a request for searches for the upcoming year as well as the anticipated faculty hiring needs for the subsequent one-year period. Such requests shall, for each proposed position, justify the need and describe the position(s) and general qualification(s) desired and/or required in terms of training and experience, and indicate the proposed rank if one is to be specified. If approved by the Dean, a department may specify open rank for the position(s).

The Dean will submit the College's request to the Vice President.

After the budget for faculty positions has been determined, the Vice President shall consult with the Deans and determine the number of positions and probable ranks to be included in the faculty allocation for the following year. The Department Chairs shall thereafter be advised of the determination and the reasons thereof.

VI. SELECTION OF THE DEPARTMENT SEARCH COMMITTEE (DSC)

Recommendations regarding tenure-track appointments shall originate at the Department. The tenured and tenure-track faculty in each department or equivalent unit shall elect a DSC consisting of at least three tenured faculty members for the purpose of reviewing applications and recommending individuals for full-time appointments. If needed, tenured faculty from other departments may be elected to serve on the DSC. Faculty in the FERP or on leave may be elected to the DSC if they are willing and able to serve voluntarily throughout the recruitment process; however, the DSC may not be comprised solely of faculty who are participating in the FERP.

While the DSC shall normally consist of tenured faculty, if a department wishes to include tenure-track faculty as members of the DSC, the Department Chair shall make a request to the College Dean who will review the request. The Dean will make a recommendation and send the request and recommendation to the President or designee. The President may grant the Department's request.

The Department should strive to elect a diverse group of faculty to serve on the DSC. The DSC shall elect a chair from its membership. Members of the DSC shall participate in training provided by the Office of HRDI.

VII. POSITION ANNOUNCEMENT

The DSC shall develop the position announcement. Each position announcement shall distinguish between required and preferred qualifications. It shall address qualifications such as education and professional training, teaching experience, and professional, research, scholarly, or creative accomplishments or potential. The position announcement shall include the name(s) of the specific terminal degree(s) required for appointment to the position, as well as the name(s) of the specific terminal degree that is required for tenure and promotion if the possession of that degree is not a requirement for appointment.

An earned doctorate or, as appropriate to a position as specified by the department in recruitment documents, a Master of Fine Arts, Master of Music, Master of Library Science, or a master's degree plus a license in Marriage and Family Therapy, Clinical Social Work, or Licensed Educational Psychology is required for appointment to a tenure-track position. In certain

specialized cases of a highly professional nature, for example the Daily Titan advisor, significant professional experience may be required in lieu of an advanced degree. In such instances the President may approve a search for candidates with exemplary professional experience but less than a terminal degree. Upon the President's approval of the hire, the selected finalist shall be eligible to achieve tenure with no additional degrees. Departments may require that candidates have additional professional training, vocational experience, or education above and beyond the terminal degree.

The position announcement shall also indicate what documentation is necessary to be submitted for a complete application. In all cases, an applicant must either include a list of references, with relevant contact information, or have letters of recommendation sent at the time of application. The number of such references or letters (generally three) shall be set by the DSC. In cases where only names of references are requested, finalists should be advised that references may be contacted prior to interviews and that letters of recommendation will be needed prior to a formal offer being made by the University.

The position announcement shall also indicate the date by which the completed application must be received for full consideration and/or may include verbiage such as "open until filled."

The Dean and the Vice President for HRDI shall review and approve all position announcements.

VIII. RECRUITMENT PLAN AND SCREENING CRITERIA

Prior to posting the position announcement, the DSC and Department Chair shall develop a recruitment plan consistent with all relevant campus policies and submit it for approval by the Dean and the Vice President for HRDI.

The recruitment plan shall allow for sufficient time for advertising the vacancy and shall detail how the position will be disseminated locally, regionally, and nationally with a goal of achieving a diverse pool of high quality applicants.

Written screening criteria (see IX.B. and IX.C.) for applicants and candidates must be submitted to the Vice President for HRDI. These criteria should allow for objective comparison of applicants and candidates. The screening processes are described in section IX below.

IX. SCREENING OF APPLICANTS

A. Approval of the Applicant Pool

Prior to initial screening, the DSC will complete an applicant pool review form and submit this form for approval to the Vice President for HRDI.

B. Screening of Applicants

Following the approval of the applicant pool, the DSC shall screen all application materials to identify candidates who meet the minimum qualifications listed in the position announcement. The screening process should be developed and articulated in advance to ensure that all screening criteria are based on the position announcement. Screening criteria should allow for objective comparison of applicants and shall be based on the required minimum qualifications stated in the position announcement.

C. Screening of Candidates

The DSC shall review the candidate pool and select finalists and/or semifinalists using the approved screening criteria and the required and preferred qualifications in the position announcement. The DSC shall make recommendations of finalists and/or semifinalists to the Dean. Tenured and tenure-track faculty shall be given the opportunity to provide input to the DSC prior to those recommendations.

D. Screening of Semifinalists

The DSC may choose to conduct a telephone (or other electronic) or offsite (e.g., at a conference) interview with semifinalists prior to inviting finalists to campus for an interview. While ideally all members of the DSC should participate in such interviews, a minimum of two members of the DSC shall participate in this activity when interviewing each semifinalist. If these interviews are to be done to narrow down a list of semifinalists to a shorter list of finalists for the on-campus interviews, the Dean must approve the semifinalist list prior to the interviews.

In order to gain further insights into a semifinalist's qualifications, under the direction of the Department Chair and DSC Chair, DSC members may conduct reference checks with individuals who have been listed by the semifinalist as references. In any conversation conducted with a reference, at least two members of the DSC shall participate. Prior to invitation of finalists, the Department Chair and the Chair of the DSC shall submit the names and applicant files of the finalists to the Dean, Vice President of HRDI, and the appropriate Vice President. Electronic copies of applicant files are permissible.

E. On-Campus Interviews of Finalists

Finalists shall be interviewed by the DSC and will normally be invited to spend a day or more on campus where they will also meet with departmental faculty, the Department Chair, the College Dean and, where possible, with students. Ideally, there will be at least three finalists for each position.

F. Recommendations

The DSC makes a recommendation on the finalists to the Dean, who then recommends on appointment to the Vice President.

After obtaining input from the Department and the finalists' references, the DSC shall meet to prepare their recommendation, which requires a majority vote of the DSC. The DSC will identify the strengths and weaknesses of each finalist, determine which are acceptable, and may choose to rank the acceptable finalists. After obtaining input from the Department tenured and tenure-track faculty in the form of a non-binding vote, the Department Chair and the Chair of the DSC shall consult with the Dean regarding the DSC's recommendation. The Department Chair and DSC Chair shall share the results of the non-binding vote with the Dean and may make suggestions to the Dean about the terms of the offer, but any offer will be communicated to the finalist(s) by the Dean.

X. FINAL ACTIONS

Following consultation with the Dean as described above, the Department Chair shall forward the required documents to the Vice President for HRDI.

Because the Dean recommends appointment of faculty to the Vice President, the Dean shall receive authorization from the Vice President before an appointment offer is made. The Dean is the individual who negotiates the terms of the offer with the finalist. The appointment offer should be made within one week after the Department has submitted its recommendations and all required documents. The finalist shall be given a specific date to respond to the offer of employment.

In a timely fashion, the Department Chair shall notify all applicants concerning the outcome of their application. Notification should be given as soon as possible.

All records and application materials shall be maintained for a minimum of three (3) academic years in the Dean's Office or as long as any grievance, complaint, or civil action is pending. The year the recruitment is implemented counts as year one.

XI. APPOINTMENT

A. Tenure-Track Appointment

Under the CBA, tenure-track faculty members are considered probationary faculty until they are awarded tenure or terminated. A probationary faculty member is normally given a two-year appointment, and the normal probationary period is six years.

B. Appointment with Tenure

The President may award tenure to an individual at the time of appointment. Appointments with tenure shall be awarded only after an evaluation and positive recommendation from the appropriate Department Personnel Committee, the Department Chair, the Dean, and the Vice President.

C. Service Credit

Service credit is time counted toward the normal six-year probationary period. Service credit shall be based on previous full-time service at a post-secondary educational institution or comparable experience. At the time of initial appointment, the President, upon recommendation by the Department Chair, Dean, and Vice President, may grant to a tenure-track faculty member up to two years of service credit. The Department Chair should consult with the Department Personnel Committee and the DSC before making this recommendation. The granting of service credit is normally contained in the initial appointment letter, but may occur any time up to the start of the appointment. The written granting of such credit shall indicate the amount of service credit and, unless specified, service credit shall be for the period immediately preceding appointment.

Source: Faculty Affairs Committee

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