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**Faculty Recruitment and Hiring Guidelines**

**Fall 2020**

**Table of Contents**

1. Overview 3
2. Roles and Responsbilities 4
3. Developing a Position Announcement 5
4. Proactive Recruitment Strategies 8
5. Effective Screening, Evaluating and Interviewing 8

VI. Confidentiality 12

VII. Non-Discriminatory Treatment 12

VIII. Internal and Known Candidates 12

IX. Reference Checks 13

X. Recommendation and Appointment 13

XI. Strategies for the Future 13

Appendix A: Outreach Resources 18

Appendix B: Evaluation Criteria Examples 20

**I. Overview**

CSUF is committed to attracting and recruiting a high-quality and diverse faculty, both in support of academic excellence and to reflect the diversity of our student population and the larger community in which we are located. This commitment is clearly articulated in UPS Policy and CSUF Strategic Goal 3.

Your service as a search committee member is instrumental to this commitment. Achieving faculty diversity does not happen by chance or good luck. Rather it is the result of a concerted effort to identify diverse pools of qualified faculty candidates and the creation of an inclusive environment that is attractive to a diverse faculty. The quality of a search’s candidate pool is a direct result of efforts made by the search committee to reach out to as large and diverse a group of potential candidates as possible. For this reason, it is important to be thoughtful, comprehensive, and strategic in each stage of the search. This guide provides information to help ensure that equitable and effective standardized process is followed as you recruit our future colleagues.

***Diversity***

Diversity in a group of people refers to differences in their demographic characteristics and cultural identities. There is no such thing as a “diverse candidate.” Diversity refers to aspects of a group, and an individual candidate can increase or decrease the group’s level of diversity. Inclusion refers to the creation of an environment that fosters acceptance and involvement of a diverse group of people with multiple perspectives, experiences, and values.

CSUF provides equal employment opportunity for all applicants in all job classifications without regard for race, ethnicity, gender identity or expression, age, (dis)ability, sexual orientation, religious or political belief, sex, marital status, national or ethnic origin, veteran status, or status within the University. Recruitment of tenure-track faculty shall be consonant with applicable equal employment opportunity policies and procedures. The passive avoidance of overt discrimination is not sufficient to further employment opportunity for qualified members of groups currently and formerly underrepresented. Therefore, qualified candidates from underrepresented groups must be proactively sought after for positions where they have been inadequately represented in the past. To assist with this, all position descriptions should prominently feature language regarding CSUF’s commitment to diversity and equal opportunity.

The term “underrepresented,” in this context, means that a particular group’s proportionate representation in the academy, or in a field of study, is smaller than its representation in the population at large. It is important to recognize that considerable diversity exists within the categories “women” and “underrepresented groups.” “Women” includes not only white, heterosexual, cis-gender women but also women of different sexual orientations, physical abilities, religions, ethnicities, and more. Members of underrepresented groups include people from all genders of varying sexual orientations, physical abilities, religions, and ethnicities – particularly those who are Native American Indian/Alaska Native, Black/African American, Mexican American/Chicana/Chicano and Puerto Rican, or Asian American/Native Pacific Islander (Hawaiian/Polynesian/ Micronesian). In some areas of the country, individuals from other groups, such as the Hmong, may be underrepresented. In some academic disciplines, individuals from some groups may be underrepresented. For example, Asian Americans are not underrepresented in the academy in general, but may be underrepresented in leadership positions and within some fields in the social sciences and humanities.

Departments shall recruit from a wide variety of educational institutions to provide significant breadth of background, intellectual, and experience. Ideally, applicant pool demographics will be aligned with national pools of appropriately qualified candidates, and the pool should also be evaluated in relation to the student population of the department. Recruitments shall be shaped by the Strategic Plan’s goals for faculty hiring and retention. The Dean and HRDI must approve the applicant pool before the search can continue.

**II. Roles and Responsibilities**

Deans, Department Chairs, and the Department Search Committee (DSC) are responsible for ensuring that the evaluation and assessment of all candidates is equitable and consistent. They shall also ensure that the candidate and finalist selection and rejection processes are documented and sustained with verifiable evidence. Listed below are the specific roles and responsibilities of key individuals and groups in the search process.

**Role of the Dean**

* Ensures process is implemented in compliance with the CBA
* Ensures process is implemented in compliance with campus recruitment policies and procedures
* Makes recommendation/request to the President if DSC is to have junior tenure-track faculty
* Reviews and approves position announcement
* Reviews and approves recruitment and advertising plan
* Reviews and approves evaluation criteria
* Reviews/approves list of finalists
* Reviews files of all finalists
* Meets with all on-campus finalists
* Recommends appointment of final candidate to the Provost
* Upon Provost approval, makes offer to the final candidate
* Submits all required files to FAR and HRDI

**Role of the Department Chair**

* Oversees the implementation of the search
* Ensures fair employment practices are evident to all
* Facilitates the election of the DSC
	+ Should strive to elect a diverse group of faculty to serve on the DSC
* Ensures all available recruitment resources appropriate to the discipline are utilized
* Distributes position announcement and advertisements to media, conferences, doctoral and masters programs, and diverse organizations
* Collaborates with the DSC to review the applicant pool
* Collaborates with the DSC to make a recommendation on the finalists to the Dean
* Meets with all on-campus finalists
	+ Informs finalists of the requirements for tenure and promotion
* Notifies all applicants on outcome of their application
	+ This can be delegated to the Department Coordinator and carried out in CHRS Recruiting

**Role of the DSC (Department Search Committee)**

* Understands and commits to all policies and regulations (UPS 2010.001 and CBA)
* Abides by established processes
* Participates in training facilitated by HRDI
* Proactively recruits and advertises the position announcement
	+ The Department is responsible for posting to sites beyond the default ones provided by HRDI
* Screens and evaluates applicants and candidates
* Solicits feedback from all tenured and tenure-track faculty, and takes that feedback into consideration when evaluating candidates and recommending finalists
* Conducts references checks
* Collaborates with Department Chair to make recommendation on the finalists to the Dean
* Submits files of all finalists to the Dean and to HRDI
* Maintains strict confidentiality concerning all information received, reviewed, and discussed

**Role of HRDI**

* 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 DSC
* Reviews and approves the position requisition
* Reviews and approves the position announcement
* Reviews and approves the recruitment and advertising plan
* Reviews and approves the evaluation criteria
* Provides support in appropriate distribution of position announcement
	+ HRDI posts to a specific set of default sites
* Reviews and approves the applicant pool
	+ Evaluates pool in relation to the recruitment plan and compares pool demographics to current department/college demographics, demographics of nationally available pool, student demographics, and University AAP plan
* Reviews semi-finalist pool
* Reviews final candidate

**Resources and Related Policies**

* [UPS 210.001](http://www.fullerton.edu/senate/publications_policies_resolutions/ups/UPS%20200/UPS%20210.001.pdf)
* [CBA Article 12](https://www2.calstate.edu/csu-system/faculty-staff/labor-and-employee-relations/Documents/unit3-cfa/article12.pdf)
* [Nepotism Policy](http://www.calstate.edu/HRAdm/pdf2004/HR2004-18.pdf)

**III. Developing the Position Announcement**

Crafting a thoughtful and inclusive position announcement is one of the most important steps in ensuring a diverse and highly qualified faculty. Detailed below are some strategies for achieving this goal.

**Qualifications and Skills**

The first step in crafting the position description should be the identification of essential responsibilities and qualifications related to the position. The following questions are especially germane:

* What degree is required?
* What are the disciplinary requirements?
* What sub-discipline expertise is required?
* What type of teaching experience is required?
* What types of research and publication records are required?
* Is a history of and/or potential for grant acquisition required?
* Is a past record of service to a department and/or institution required?
* Is a record of leadership required?

Once the essential qualifications have been identified, they can be incorporated into the position description. Those qualifications/skills that are essential should be identified as “Required,” while secondary qualifications/skills should be acknowledged as “Preferred.” These qualifications/skills should be used in the initial evaluation of all candidates.

**Other Points to Consider**

* What qualities/characteristics would predict high performance in the position?
* What are the current and future needs in your department?
* How “open” can the search be while still meeting the needs of the department? (e.g. do you really need a person focused on late 14th century Middle English literature with specific expertise in the Irish dialect of the Kildare Poems? Or, can you “open” the search to include a larger group of qualified applicants?)
* Ensure that each qualification relates to the job and the needs of the department.
* Be flexible with arbitrary numeric measures (e.g. number of publications, years of experience)
* Set clear criteria for the evaluation of candidates, and be sure that the position description allows candidates to submit evidence that can be used in this evaluation.
* Communicate genuine value of diversity in position announcement.
	+ focus on the needs of the students
	+ tie into the mission of the department and institution
	+ “experience with cultures other than their own”
	+ “demonstrated success working with diverse populations of students”
* What are the opportunities for the person in this position, and how can they be highlighted?

**Requirements and Recommendations**

***Description Requirements***

The position description must include:

* name of the department
* rank of the position
* start term
* diversity and inclusion language, including AA/EEO statement
* a position overview, including major responsibilities
* a list of qualifications, both required and preferred
* a list of materials required for submission
* description of the application procedure
* department contact information
* date on which applications will begin to be reviewed
* anticipated appointment date
* salary and benefits statement\*
* mandated reporter statement\*
* background check statement\*
* reasonable accommodations statement\*

\*HRDI has provided this standard language in the position announcement template.

The DSC should collaborate with the Department Chair to develop the position announcement. The Dean and the Office of the Vice President for HRDI must approve the position announcement before it can be posted or disseminated.

The following requirements and recommendations should also be considered in writing the advertisement for the position:

***Diversity and Inclusion Language***: all position descriptions should prominently feature language regarding CSUF’s commitment to diversity and equal opportunity. The following statement conforms with the university’s mission and legal requirements regarding affirmative action and equal employment opportunity. Placing this language early in the description (after the first or second sentence) serves as an important cue about the university’s commitment to diversity. Departments are encouraged to also include language that speaks to diversity and inclusion at the department level.

*California State University Fullerton is an affirmative action and equal opportunity employer with a strong commitment to increasing the diversity of the campus community and the curriculum, and fostering an inclusive environment within which students, staff, administrators and faculty thrive. Candidates who can contribute to this goal through their teaching, research, advising, and other activities are encouraged to identify their strengths and experiences in this area. Individuals advancing the University’s strategic diversity goals and those from groups whose underrepresentation in the American professoriate has been severe and longstanding are particularly encouraged to apply.*

***Diversity Competencies***: the position description should be written to attract the widest possible range of candidates, and departments should think broadly about the types of experiences candidates might bring to the position. Consider requiring applicants to submit a Candidate Diversity Statement. This statement provides the candidate’s unique perspective on their past and present contributions to and future aspirations for promoting diversity, inclusion, and social justice in their professional careers. The purpose of the diversity statement is to help departments identify candidates who have professional experience, intellectual commitments, and/or willingness to engage in activities that could help CSUF contribute to its mission in these areas. Once the diversity statement is submitted, search committees must consider the candidates’ diversity statements as part of the overall evaluation process, and candidates who do not submit a diversity statement should be considered to have an incomplete application package.

***Context:*** the position announcement and/or advertisement should also provide potential applicants with a view of the university, college, and department beyond simply listing the position-specific information

***Student Teaching Evaluations***: these evaluations are well-known to be biased, particularly against members of underrepresented groups. It is recommended that the position description not require candidates to submit student teaching evaluations / student opinion questionnaires. Instead, the DSC should request other types of evidence for evaluation of teaching excellence, such as a small teaching portfolio, a teaching philosophy, sample syllabi, or examples of student work. The DSC should ensure that these solicitations do not result in onerous or costly work for the applicants. It is possible to ask for this evidence of teaching excellence after the applicant pool has been reduced to the candidate or semi-finalist pool in order to reduce the workload for applicants.

***Letters of Recommendation***: it is recommended that the position description only request a list of references, with relevant contact information, and that official letters of recommendation be requested at the finalist stage. This practice helps ensures the largest pool of applicants, and reduces time spent by the DSC in evaluating applicants early in the process. Research has shown that recommendation letters tend to produce confirmation bias - that is, the reader finds evidence in the letter to support a perspective they already had based on other factors. Additionally, the research has also shown that recommendation letters can be biased for and against certain groups (e.g. letters tend to focus on men's professional achievements, while letters for women focus on their relationship skills). Furthermore, research shows that search committees can be swayed by the prestige of the letter writer, which may not be correlated to the applicant's potential. Also, applicants from underrepresented groups have been shown to be systematically denied opportunities to work with these more prestigious letter writers. Moving the submission of the letters to later in the process can help mitigate some of the effects of these sources of bias.

***Transcripts***: it is recommended that the position description not require candidates to submit official transcripts until they are finalists or until the background check phase. This practice helps ensures the largest pool of applicants, and reduces time spent by the DSC in evaluating applicants early in the process.

***Application Review Date / Deadlines:*** departments may select from the options below when choosing how to refer to the deadline for application submission.

*Safety net*

In this approach, the department begins reviewing applications after the specified date. A second pool of applications received after the stated date may be considered if the first group of screened applicants is not satisfactory. If the department decides to review applications received after the initial specified date, every application file received during the intervening time period must be screened. **We recommend this approach for disciplines that anticipate a large applicant pool.**

*Announcement Language:*

“To be assured full consideration, all application materials must be received by [provide specific date].”

*Open Screening*

This approach provides maximum flexibility. However, ALL applications must be reviewed, regardless of the date of receipt. **We recommend this approach for disciplines that anticipate a small or modest applicant pool (<50 applicants).**

*Announcement Language:*

“Review of applications will begin on [specific date] and will continue until the position is filled.”

*Hard deadline*

In this approach, applications received after a certain date will not be reviewed. You cannot legally review any applications that are submitted after the specified date, which can severely limit the applicant pool. **We highly recommend *against* this approach given that it severely limits the search committee.**

*Announcement Language:*

“All application materials must be received by [date].”

*Early Bird Safety Net*

In this approach, applications can be reviewed as soon as they are submitted. A second pool of applications received after the stated date may be considered if the first group of screened applicants are not satisfactory. **We recommend *against* this approach as research shows that earlier applicants tend to be evaluated differently than later applicants.** Accessing applications in the CHRS system prior to the soft close date requires assistance from the Dean’s office. Departments opting to use this approach must receive special permission from the Dean. The applicant pool is still subject to approval on the specified date.

*Announcement Language:*

“Review of applications begins immediately. To be assured full consideration, all application materials must be received by [provide specific date].”

**IV. Proactive Recruitment Strategies**

Hiring outstanding faculty members begins long before an offer is made. Professional involvement on the part of the faculty and search committee members, including participation in professional organizations and other gatherings, can be important sources of information useful in faculty searches and may offer connections to a variety of qualified candidates. Similarly, graduate schools offer rich pools of qualified candidates. It is important to consider how to reach not only traditional candidates, but also candidates from underrepresented groups who might be left out of populations reached by the “usual” methods by which positions are announced and advertised.

Search committees should think creatively about how to communicate the position announcement to a diverse population. Personal and professional contacts can be extremely effective in exploring avenues for reaching diverse applicant populations. Contacting affinity organizations within or related to the discipline can also be effective. See the list of outreach resources as an appendix to this document.

Beyond print media, electronic bulletin boards, organizational web sites, professional newsletters, and conferences should be used for this purpose. Graduate schools can also provide a direct link to qualified and diverse candidates who are completing their education; of special focus should be those schools that have historically served and currently serve underrepresented groups. A list of historically Black colleges and universities can be found at hbcuconnect.com/colleges/. A list of Hispanic-serving institutions can be found at www.hacu.net/hacu/HSIs.asp. Search committee members should be aware that their own networks may not be sufficient for identifying and encouraging applicants from underrepresented groups. Broad representation on search committees, as well as efforts to advertise beyond personal networks, can help in navigating this challenge.

**Recruitment & Advertising Plan**

* The DSC should develop the Recruitment and Advertising Plan (R&A Plan) to realize a highly qualified and diverse applicant pool
* HRDI posts the position on a default set of websites with no cost to the department or college
* The DSC should develop **additional** avenues for posting and dissemination
* Send announcement to:
	+ Professional association list serves
	+ Various associations’ caucuses focused on underrepresented groups, e.g., gender, ethnicity, sexual orientation
	+ Reach out to strong graduate programs, particularly those that serve a high proportion of members from underrepresented groups

The DSC should use the following guidelines in developing their R&A Plan:

* Allow a minimum of 30 days for advertising a national search
* Choose widely publicized, diverse, and inclusive publications and websites
* Select disciplinary/trade journals and websites
* Make a good-faith effort to reach the broadest possible applicant pool
* Make direct contacts with program coordinators, advisors, colleagues, and others who have direct contact with potential candidates
* Distribute the position announcement widely
* Send to minority-serving institutions
* Send to leading producers of doctoral degrees in the applicable field
* Search out promising candidates who may be on the job market
* Attend conferences or seminars, which can be opportunities for recruitment
* Ask professional organizations for email addresses / list-serves for gender- and ethnic-based caucuses. Utilize these list serves and contacts to spread the word.
* Make direct contact with promising individuals. Tell them about the position, the campus and why it is a great place to work. However, do not make promises of employment.
* Use the Chancellor’s Doctoral Incentive Program, which produces a directory of recent Ph.Ds. who were supported under this program
* Network beyond your usual contacts

**Recruitment Reviews and Approvals**

* DSC submits R&A Plan to Dean and HRDI for approval
* HRDI evaluates plan in context of utilization data derived from the federally mandated Affirmative Action Plan
* R&A Plan must be completed and approved by Dean and HRDI before the posting
* HRDI will review the applicant pool on the ‘soft closing’ date
	+ HRDI may request that DSC extend the process if the pool is not sufficiently diverse
* HRDI compares the applicant pool to a databases of terminal degree granting institutions. This becomes the applicant pool comparison.
* The Dean also must review and approve the applicant pool.

**Placing the Ad**

Research and experience show that effective searches are aggressive, are advertised broadly, and employ both creative networking and innovative search strategies. HRDI will post the announcement to a standard set of listings, including the CSU and CSUF site. **Departments are responsible for posting to additional listings, including discipline-specific sites and journals.** Search committees should look beyond the standard vehicles for job announcements in the field, and should include the various professional journals and websites that serve underrepresented graduate students and scholars.

**Proactive Recruiting**

All efforts made by the search committee to identify and disseminate information to a broad and diverse candidate pool should be documented. For a list of organizations that can be contacted to help in recruiting a diverse candidate pool, see the Appendix.

The search committee should make every effort to reach all potential candidates, being mindful that qualified candidates may be found with degrees from academic institutions of varied prominence. Committee members should also be aware of recent faculty members on visiting, adjunct, or tenure-track positions at other schools who may be interested in coming to CSUF. In addition to placing job announcements in professional venues, the search committee is expected to aggressively pursue the following proactive recruiting procedures as early as possible in the search process:

* utilize professional networks and contacts, including affinity organizations within or related to the discipline, and graduate programs of schools that serve underrepresented groups
* identify the offices and/or people who have recently been involved in efforts to increase the diversity of students with advanced degrees in the field. For example, the American Economic Association runs a summer program for undergraduates from diverse backgrounds to help them develop mathematical skills and encourage them to attend graduate school. The National Science Foundation runs programs to help diversify the Ph.D. pool in the sciences, including “Increasing the Participation and Advancement of Women in Academic Science and Engineering Careers” and “Research in Disabilities Education,” to help recruit and retain women and people with disabilities. The people running such programs will have the names of many top candidates in the pipeline. Send the job description to these people and ask for nominations and/or that they pass the description along to possible candidates.
* explore job advertising opportunities in web listings or newsletters of diverse organizations.
* contact leading minority scholars in the field and heads of departments at institutions with diverse populations in their graduate programs.
* note that the diversity of programs is often regional - for example, universities in the southwest often have larger Native American and Latino populations than do eastern schools
* contact CSUF alumnae/i who are in graduate school, recently granted advanced degrees, or currently in faculty positions. Send them the job description and ask for nominations or request that they convey the description to others who could help broaden and diversify the applicant pool. Stress the department’s commitment to increasing faculty diversity.
* contact minority fellowship associations or consortiums such as the Ford Foundation Diversity Fellowship and the Consortium for Faculty Diversity (CFD). Contact these candidates and encourage them to apply.
* search for national or university-specific graduate student organizations or conferences for students from diverse backgrounds (e.g. the minority student organization at the UC Berkeley Chemistry Department; the Native American graduate student organizations at Universities of Michigan, Illinois, and Oklahoma). Write to officers or contact persons and send the position description.
* if a response to emails is not received, follow up with a telephone call. This will provide an opportunity to share more information about the position and personally convey CSUF’s and the department’s commitment to diversity and the critical importance of achieving a diverse applicant pool.

Even if these outreach efforts do not result in an appointment that significantly enhances diversity at CSUF, these efforts help communicate that the University is serious about recruiting and retaining a diverse faculty, which can be helpful for future searches.

**V. Effective Screening, Evaluation, and Interviewing**

**Developing Evaluation Criteria**

Once the position has been approved and advertised, the search committee will meet to establish its procedures and plan for receiving and evaluating applications. Per UPS 210.001, the DSC shall establish the screening criteria. **These criteria are in addition to the minimum and preferred qualifications**, and should represent the process by which the DSC will evaluate candidates as they are progressed to the semi-finalist, finalist, and final recommendation phases. The Dean, in consultation with the Office of the Vice President for HRDI, reviews and approves these criteria.

Each committee should design an evaluation instrument to be used for all applicants. By using standard, comprehensive procedures for evaluation, everyone involved in the process, from committee members to applicants, will know that the process is being carried out equitably, predictably, and consistently. The instrument should be tailored to include the required and preferred qualifications stated in the position announcement and advertising.

It may be useful to have three separate evaluation forms, one for initial evaluation to determine the candidates (those who meet minimum requirements), one to determine the semi-finalists for preliminary interviews, and one to determine the finalists for on-campus interviews. See the appendix to this document for evaluation criteria examples.

**State of the Art**

Current research on implicit cognitive and structural bias identifies a need to invest time early in the hiring process (ideally before the position is posted, but at least before applications are reviewed) for developing well-defined evaluation criteria. The goal is for the search committee to reach agreement about what is needed for candidates to meet each qualification, and how/when candidates will be evaluated on those qualifications. Performing this task before advertising the position lets us “test” whether the qualifications are likely to produce the intended results, and to refine them if needed. Being rigorously accountable to the criteria at all remaining stages of the search can mitigate unintended cognitive bias.

To some, this process may seem frustrating and unnecessary—especially if you have not used it before—but faculty, administrators, and staff report that it saves time, prevents confusion, and mitigates unintentional bias throughout the selection process. The process is most successful when developed through a committee conversation about each evaluation criterion; this approach captures the breadth of committee member perspectives while ensuring that everyone understands the qualifications in the same way before evaluating applications.

**Screening and Evaluation Criteria Components**

***Required / Minimum Qualifications:*** All required qualifications must be met for a candidate to be hired. Therefore, required or minimum qualifications should be used to screen applicants. These qualifications should include only those absolutely necessary for the work of the position being hired.

***Preferred Qualifications:*** Preferred qualifications are the additional characteristics that the ideal candidate would bring to the position that would predict even better performance on the job. Although preferred qualifications can be used to screen applicants if there are a large number of applications, they should ideally be used to inform the remaining evaluation criteria.

***Evaluation Criteria:*** These criteria are in addition to the minimum and preferred qualifications, and should represent the process by which the DSC will evaluate candidates as they are progressed to the semi-finalist, finalist, and final recommendation phases.

***Relationship to Job:*** To broaden our thoughts about how someone might meet a given criterion, we first determine what each qualification allows the appointee to do in the position. Which position duties require it? Why is it needed, how is it used in the job, and what would be difficult or impossible without it? Does this qualification suggest a detailed set of critical position skills that are not otherwise articulated? If so, what are the specific skills we expect that meeting this qualification will predict? Is this criterion actually a proxy for a different skill/qualification?

***Evidence:*** How will the candidate demonstrate their ability or potential in relation to each criterion? What is the range of different experiences, accomplishments, or learning that we believe will meet this qualification; “how will we know it when we see it?” If you have a degree requirement that includes “other relevant disciplines,” what are those disciplines? Once the initial range of criteria is captured, consider who we might miss if we limit ourselves to interpreting it only in one way. Based on how the skill is used on the job, are there other ways to meet the criterion that we may have overlooked or not considered? Ask “how else could it be met” at least five times before continuing.

***When to Assess:*** At what stage will we assess this qualification? If it will be assessed at more than one stage, what are we looking for at each stage? When will we eliminate candidates for not meeting the specification?

***Priority:*** how important is this criterion compared to others? Even for required qualifications, going beyond just “meeting” the requirements to bring additional strength in one area may be more valuable than bringing additional strength in another area. Identifying the relative priority or importance should be completed after all other information has been developed for all criteria.

**High-Impact Practices**

In considering the qualifications of candidates, and in the interest of meeting the goal of building a diverse and inclusive community, search committees should be mindful of the following high-impact practices:

* Examine applications from students and graduates of programs with a track record of producing candidates from underrepresented groups. It may also be necessary to carefully consider candidates who hold degrees from institutions that may not be traditionally top-rated in the field, since they may have been historically more successful in attracting the best and brightest graduate students from underrepresented groups.
* In defining what constitutes “best,” consider what a candidate could bring to the department/program, its curriculum, the college, and the university as a whole in a wide variety of ways, including diversity.
* If the position has been approved because a department/program faculty member has recently retired or left, the search committee should not be hiring to “replace” this person. Instead, the committee should view this as an opportunity to seriously consider how the new faculty member can realize multiple missions, including meeting the curricular interests of current students.
* Resist the impulse to label one or more of the candidates as the “most promising” as this may make it difficult for other candidates to be fully considered.
* Avoid assumptions that a woman or a member of a particular ethnic group would not feel welcome in the community or would not be able to relate well to others of different groups. These types of assumptions are damaging and will work against diversity efforts. Other assumptions to avoid include candidate’s willingness to move, willingness to stay long-term, partner/spouse’s willingness, etc. Search committees should let candidates decide these issues for themselves. Unless a candidate offers other reasons, the committee should operate with the understanding that professional interests motivate the application.
* Continually examine whether judgments on a person’s character, types of experiences, or accomplishments are being affected by subjective factors, stereotypes, or other biases and assumptions.
* Refrain from evaluating candidates based on the criteria of “good fit.” Candidate “fit” into the department/program and into the community generally leads to finding a person who will blend in easily with the existing structures and who will not alter dramatically the status quo. Women in non-traditional fields, people of color, and most particularly, people of color who come from different socio-economic and cultural backgrounds than the majority may be presumed not to “fit” as well into the professoriate as white candidates. Beware of these sorts of presumptions and make every effort to show candidates that they WILL fit, and then let them decide for themselves whether or not that is true.
* Beware of the trap of measuring everything against a restrictive standard. Candidates, for example, who earned their degrees later in life or from historically Black institutions, candidates who worked part-time when their children were young, or those whose experience is off the beaten path may be excellent candidates who could bring rich experience and diverse backgrounds to the campus.
* The initial evaluation of candidates should be designed to INCLUDE candidates. Screening with the primary purpose of narrowing the pool may result in overlooking excellent candidates.
* Search committee members should review all candidate files thoroughly before offering opinions. Some candidates from underrepresented groups may not appear as strong on paper as they are in person. Evidence suggests that such scholars face a variety of greater challenges than their majority counterparts. Therefore, whenever possible, search committees should keep qualified potential candidates in the pool throughout the interview process. The committee should strive for diversity in the pool of interview candidates, since an interview often reveals qualities not easily visible in an application.

The search committee should follow these additional high-impact practices when evaluating candidates.

* Determine, prioritize, and document search criteria based on position duties. Using a standard form will keep committee members focused on the agreed-upon criteria and provide documentation of the process.
* Discuss the range of evidence that will be considered as relevant to each criterion.
* Develop a mechanism for evaluating applications that includes recording why the applicant was or was not selected. Search committees will need to justify their final recommendations based upon the position description. Such information will be required for visa purposes if the search leads to an appointment of someone without long-term authorization to work in the U.S.
* Notice that different criteria may produce different top candidates. Be sure to consider all criteria that are pertinent to the department’s/program’s goals. Discuss the relative weight of the different criteria, and the likelihood that no or few candidates will rate highly on all of them.
* Identify essential or threshold qualifications without which a candidate will not be selected, no matter how impressive in other areas, then rank other skills or competencies in order of importance.
* Consider including criteria not directly related to the specific discipline if they are nonetheless important to the ability to succeed in the job in the department or program, such as an unusual combination of skills/perspectives.
* Ensure that the criteria for evaluation of candidates do not preclude people with non-traditional career patterns (e.g., a candidate who worked at a national research laboratory, individuals who have taken family leave, a first-generation scholar who began their career at an institution that was not research-intensive, or individuals with disabilities whose careers have been interrupted).
* Consider highly successful people with transferable skill sets.
* Ensure an equitable search by treating all candidates in the same manner. This includes asking the same questions under the same conditions, and evaluating candidates using consistent criteria.

**Interviewing**

In interviewing both semi-finalists and finalists, it is crucial that all candidates be treated in the same manner. The search committee must use the same format (e.g. phone, video, conference) to interview all candidates from the longlist, including internal candidates. Likewise, the same questions should be asked of all candidates, preferably in the same order and by the same interviewer; tailored questions specific to each candidate’s area of expertise and experience should also be framed similarly. Search committees should also use a common evaluation rubric for the questions asked of each candidate in addition to notes regarding the substance of candidates’ responses.

The interview is also an opportunity for candidates to get a sense of the campus community, to discuss intellectual, research, and pedagogical interests, and to gauge the seriousness of the department/program’s commitment to diversity. It is important that the search committee establish a welcoming and supportive tone. Subtle messages from a search committee to a candidate can have devastating effects. Consequently, judgments about a candidate's performance may be biased as much by the effect the committee had on the candidate as by the candidate's performance in and of itself. A search committee that is viewed by a candidate as "going through the motions," being hostile to certain candidates, or being generally cold and uncaring is very likely to discourage good candidates. Conversely, a search committee that exhibits warmth, flexibility, supportiveness, and genuine interest is likely to bring out the best in all of its candidates.

A majority of committee members must interview each candidate, and, whenever possible, all committee members should interview all candidates.

The following are examples of acceptable and unacceptable inquiries for candidates. Many of these inquiries will not typically arise during a normal faculty position interview; the guidelines below apply in informal portions of the interaction with candidates as well. If the committee has any doubts about areas of inquiry, it is strongly encouraged to consult with HRDI. It is important to note that questions that seek to determine a candidate’s work eligibility should only be asked by the Dean or HRDI.

* Age: it is acceptable, but not typical, to determine whether candidates meet any relevant age requirements of the position, but not for other purposes. Committees cannot require that an applicant provide proof of age before hiring. Committees cannot ask questions that may tend to identify applicants over 40 years of age.
* Birthplace and Citizenship: it is acceptable to determine whether candidates are currently authorized to work in the U.S., but not to inquire about their birthplace and citizenship.
* Conviction, arrest, and court records: it is acceptable, but not typical, to ask about actual convictions (not arrests) that reasonably relate to the applicant’s fitness to perform the particular job. It is not acceptable to ask about arrests, court records, or convictions if not substantially related to functions and responsibilities of the particular job.
* Disabilities: it is acceptable to ask questions about the applicant’s ability to perform job-related functions (work eligibility), so long as the questions are not phrased in terms that seek to elicit information as to whether the candidate has any disability. It is acceptable to ask an applicant to inform the employer of any reasonable accommodation needed to take a pre-offer examination, interview, or job demonstration. It is acceptable, but not typical, to ask, for example: “How many days were you absent from work last year (without asking the reason for the absence)?” “This job requires an employee to prepare written reports containing detailed analysis, often within tight timeframes. Can you perform this function with reasonable accommodation?” It is acceptable, but not typical, to ask an applicant to demonstrate physical abilities if such activities are essential job functions. Conversely, interviewers cannot ask “Are you disabled?” or other questions that would tend to reveal disabilities, the extent of any disability or health conditions that do not relate to fitness to perform the job. Unacceptable questions include: “Do you ever get ill from stress?” “Have you ever been unable to cope with work related stress?” “How much alcohol do you drink?” “How many days were you sick last year?” “What medications are you taking?” “Have you ever received counseling or medical treatment for mental illness or depression?” Also, interviewers cannot ask questions about prior job-related injuries or past worker’s compensation claims.
* Education: it is acceptable to ask about the applicant’s vocational or professional education, as well as any schools attended.
* Marital status, family status, and sexual orientation: it is acceptable to ask whether the applicant can meet specific work schedules. It is not acceptable to ask about the applicant’s marital status; the existence or number of children; identity of spouse, domestic partner, family or children; or sexual identity or orientation.
* Names: if the applicant worked under other names, it is acceptable to ask for those names in order to check work and educational records.
* Photographs: photographs can only be required after hiring.
* Race, ethnicity, or physical characteristics: interviewers may not inquire regarding applicant’s race, skin color, eye color, hair color, or otherwise about applicant’s physical characteristics, such as height or weight unless these are directly relevant to the essential functions of the job.
* Religion: it is not acceptable to ask about the applicant’s religious denominations or affiliation, religious leader, or observed customs or religious holidays.
* Residence and nationality: it is acceptable to ask about where the applicant currently resides and the length of that residency, but inquiries about the national origin/nationality of an applicant or applicant’s spouse or relatives are not permissible. It is not acceptable to ask if the applicant rents or owns their home. It is acceptable to ask “Are you currently authorized to work in the United States?”
* Sex or gender: it is not acceptable to inquire regarding gender of an applicant, and gender cannot be used as an indication of whether the applicant will be “satisfied” with the position, whether the applicant will remain in the position for any length of time, or whether the applicant is more or less likely to take/request leave(s) of absence (e.g., pregnancy or family medical leave).
* Stereotypical language: search committee members should be aware of the language used and the messages word choices can convey. Stereotypical language can be illegal and/or offensive to many candidates and should be avoided.
* Work experience or military service: it is acceptable to ask about an applicant’s work experience, including the names and addresses of prior employers, dates of employment, and reasons for leaving. It is acceptable to ask about the type of military discharge.

**Interviews and Process for Finalists**

* Develop interview questions and feedback form(s) for department faculty and students
* Schedule reference calls (minimum of 2 DSC members per call) and keep notes (note references may be conducted after the first interview with the support of the Department Chair and Dean)
* The DSC makes a recommendation to the Dean of acceptable finalists with a narrative of finalists’ strengths and weaknesses in a narrative. Ranking is permissible, but not mandatory. Input must be solicited and considered by the DSC from department tenure-track faculty prior to making the recommendation.
* DSC and Department Chair may suggest terms of offer to Dean
* After clearing terms of offer with the Provost, Dean makes verbal offer

**VI. Confidentiality**

* Keep names of applicants confidential
* Names of finalists invited for campus visits may be announced publicly, typically after consultation with finalists
* Only discuss the search with members of the department and relevant administrators
	+ Do not discuss details of the search even after the search has concluded
* The department chair and DSC must keep restricted documents strictly confidential
* Violating confidentiality destroys your credibility and can cause candidates to pull out of the search

**VII. Non-Discriminatory Treatment**

* Non-discriminatory treatment need not always be identical treatment
* Example: A candidate might require a reasonable accommodation for a disability in order to participate in the campus visit
* Such accommodation might mean that the candidate’s treatment is not ‘the same’ as that of the other finalists, but the difference is necessary in order to provide equal opportunity
* Work with HRDI on any required accomadations
* Do not make the accommodation on your own

**VIII. Internal and Known Candidates**

Some candidates may be internal (have another position on campus) and may be known by committee members. Some external candidates may also be known by committee members. A committee member may have encouraged promising candidates to apply for the position. These situations are not problematic unless a search committee member in unable to evaluate the candidate fairly and in a professional manner

Note on Nepotism:*no CSU Employee shall vote, make recommendations or in any way participate in decisions about any personnel matter which may directly affect the selection, appointment, evaluation, retention, tenure, compensation, promotion, termination, other employment status or interest of an immediate family member. -HR LETTER 2004-18*

Whether the candidate is known or unknown by members of the DSC, follow all steps in the protocol. It is inappropriate to promise the candidate special consideration. For example, if you conduct a phone interview with semi-finalists, and one semi-finalist is a lecturer in the department, do not skip the phone interview. You may be well acquainted with the candidate’s background, but you may learn things you did not know. You will see how the candidate responds to the same questions the other candidates faced. It is not necessary to ignore what you know about an internal candidate’s job performance in order to treat all candidates in a non-discriminatory manner, just as you would not ignore such information about an external candidate. The objective is to evaluate all candidate fairly and professionally. If a committee member cannot be objective, recusal may be necessary.

**IX. Reference Checks**

The DSC should conduct reference checks at the end of screening, prior to making an offer of appointment (however, these may be conducted after semi-finalist interviews). It is a good practice to let the candidate know that you are conducting reference checks prior to making the calls. Only contact individuals on the candidate’s reference list. Reference checks should be done with a minimum of two committee members. A good practice is to divide the references for a single candidate to separate committee members to guard against bias.

While highly discouraged, it’s possible that someone may use the internet to develop background information on a candidate. In this case, it is important to guard against mistaken identity. Be cautious of similar names and inaccurate data. Avoid second hand information and avoid reliance on a single reference.

**X. Recommendations and Appointment**

The Dean makes the final decisions for all faculty hires. The DSC and Department Chair provide analysis of strengths and weaknesses of all finalists, and make a recommendation to the Dean of acceptable finalists. The DSC should ensure that all recommendations are based on established criteria for the position, including the application of non-discrimination and equal employment opportunity principles.

The Dean makes the offer of employment for faculty positions and conducts all negotiations. No one other than the Dean should make any promises or assurances to the candidate.

Other steps in the process:

* The DSC calls candidates/interviewees who visited campus and were not selected for hire
* The DSC sends notification e-mail to applicants who were not selected for an interview
* **Do not communicate specifics regarding non-selection to candidates (e.g. name of finalists, number of applicants, etc.)**
* HRDI will notify the Dean when a signed letter of acceptance is received

**XI. Strategies for the Future**

* Start early!
* After the search, review the outcomes
	+ Determine if the recruitment plan was successful in attracting a large and diverse pool of well-qualified applicants
	+ How could your R&A Plan be improved?
	+ Did participants understand and follow campus policies and procedures and apply principles of non-discrimination and equal employment opportunity?
* Take what you have learned and use it to continue to improve your recruitment practices

**Appendix A: Outreach Resources**

American Council on Education

Maintains resume banks for top administrative positions.

(202) 939-9300

[www.acenet.edu](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.acenet.edu)

American Indians in Science and Engineering (AISES)

Magazine published quarterly plus online advertising

(505) 765-1052

[www.aises.org](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.aises.org)

info@aises.org

American Society of Women Accountants

Online job listings plus chapter contacts throughout Indiana

(703) 506-3265 or (800) 326-2163

[www.aswa.org](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.aswa.org)

aswa@aswa.org

Association for Women in Science

Research and academic positions; published six times per year plus online advertising

(202) 326-8940

[www.awis.org](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.awis.org)

awis@awis.org

The Black Collegian Online

Targeted to recent African American B.A./B.S. graduates seeking professional positions, month-long advertising online.

(504) 523-0154

[www.black-collegian.com](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.black-collegian.com)

Diverse Issues in Higher Education

Academic and administrative positions are published 26 times a year.

(703) 385-2981 or (800) 783-3199

[www.diverseeducation.com](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.diverseeducation.com)

HigherEdJobs.com

(814) 861-3080

[www.HigherEdJobs.com/](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.HigherEdJobs.com%5C)

Hispanic Outlook in Higher Education

Published 26 times a year, it is the sole Hispanic journal on today's college campus that reaches a broad cultural audience of educators, administrators, students, student service, and community-based organizations, plus corporations.

(201) 587-8800

[www.hispanicoutlook.com](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.hispanicoutlook.com)

pub@hispanicoutlook.com

Insight to Diversity

National EEO recruitment publication directed to females, minorities, veterans, and individuals with disabilities.

(314) 991-1335 or (800) 537-0655

[www.insightintodiversity.com](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.insightintodiversity.com)

IMDiversity.com

Online advertising for professional and technology positions

(504) 523-0154

[www.imdiversity.com](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.imdiversity.com)

sales@imdiversity.com

The Journal of Blacks in Higher Education

[www.jbhe.com/jobs.html](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.jbhe.com%5Cjobs.html)

Minority On-Line Information Service (MOLIS)

Utilizing appropriate technology, MOLIS provides value-added services that promote education, research, and diversity on a national level for minority institutions in partnership with government, industry, and other sectors.

(800) 253-3349 or (301) 975-0103

[www.molis.org](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.molis.org)

molis@sciencewise.com

National Association of Black Accountants

Online job listings and placement service

(301) 474-NABA

[www.nabainc.org](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.nabainc.org)

The Registry

National Registry of Diverse & Strategic Faculty is a service designed to help connect current and prospective faculty members from underrepresented groups with institutions of higher education seeking to hire qualified candidates for open faculty positions.

(806) 742-2369

[www.theregistry.ttu.edu](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.theregistry.ttu.edu)

Society for Advancement of Chicano & Native Americans in Science (SACNAS)

Published six times per year plus online advertising

(831) 459-0170

[www.sacnas.org](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.sacnas.org)

info@sacnas.org

Society of Women Engineers

Maintains database of resumes plus listserv on jobs.

(212) 509-9577

[www.swe.org](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.swe.org)

hq@swe.org

Women in Higher Education

Great resource to reach 12,000 women who have administrative careers in higher education.

(608) 251-3232

[www.wihe.com](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.wihe.com)

career@wihe.com

Women in Technology International

Computing, science, and technology positions

(818) 342-9746 or (800) 334-WITI

[www.witi.org](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.witi.org)

info@witi.com

World Computer Society

Academic and professional positions

(714) 821-8380

[www.computer.org](file:///S%3A%5CgoogleDrive_dabradley%5Cother%5CcommitteesActivities%5CCIE%5Csubcommittees%5C2016_2017%5CfacultyDiversity%5Cmanual%5Cwww.computer.org)

advertising@computers.org

**Appendix B: Evaluation Criteria Examples**

**Example 1**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation Criterion**  | **Relationship to Job** *What aspects of the job might the candidate not be able to do well without criterion?* | **Evidence** *What are the different ways the candidate might meet this criterion?* | **When to Assess** *Also, when will we eliminate the candidate for not meeting criterion* | **Priority** *Relative importance (circle one)* |
|  |  |  | DossierSemi-Finalist InterviewCampus Interview | HighMediumLow |
|  |  |  | DossierSemi-Finalist InterviewCampus Interview | HighMediumLow |
|  |  |  | DossierSemi-Finalist InterviewCampus Interview | HighMediumLow |
|  |  |  | DossierSemi-Finalist InterviewCampus Interview | HighMediumLow |

 Adapted from the Oregon State University Search Advocate Screening Matrix

**Example 2**

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Retrieved from: https://advance.uncc.edu/sites/advance.uncc.edu/files/media/UCLA%20Evaluation%20tool.pdf

**Example 3**

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**Key:** 0=Not Qualified 1=Minimally Qualified 2=Competitive 3=Highly Competitive

**Sources:** a. letter of application, b. c.v., c. letters of reference, d. transcript, e. writing sample

Retrieved from: https://advance.uncc.edu/sites/advance.uncc.edu/files/media/198998.pdf