

BEST PRACTICES OF EQUITY-MINDED TENURE-TRACK FACULTY RECRUITMENT: PLANNING AND PROCESSES

[This is a living document and will be revised periodically as
policies/practices change, and feedback is incorporated]

1. RECRUITMENT PLANNING (not necessarily in chronological order)

- A. **Position Announcement (PA)** – The Equity-Minded (EM) PA is created by the DSC and approved by the Dean and AVP for Faculty Affairs (AVP-FA).
 - a. PA is posted in CHRS (previously PeopleAdmin) for a minimum of four (4) weeks (and until filled). Additional time advertising (e.g., 6 weeks), however, often results in a richer and deeper applicant pool.
 - b. *Note:* When clicking on link to PA template above, it may not be in an accessible format until you click *Open in App* to allow document to be opened in Word and download.
- B. **Disciplinary Search Committee (DSC)** – Once Chairs have conditional permission from Dean, Program elects the DSC, which includes an Equity Advocate (EA) invited from the **Faculty Equity Advocate Program (FEAP) List**. “The official EA on a DSC will have full DSC member responsibilities and will also advise the DSC on employing search practices that promote diversity, equity, and inclusion” (SP 20-08). Program Chair sends DSC membership list to Dean and FA. *Note:* EA chosen must be external to the Program.
- C. **Advertisements** – The DSC determines where they want ads to be placed in Traditional and Diversity outlets.
 - a. **Resource List** for potential advertising sources
 - b. DSC Chair recommends a list of appropriate advertising venues and the associated costs to the Dean for approval. The Dean should ensure that proposed advertising venues include at least two diversity outlets (an EM best practice). Once DSC receives Dean approval of advertising list, Program Chair will be responsible for arranging placement of ads.
 - c. All Position Announcements will automatically be posted in The Chronicle of Higher Education (CHE) within 24 hours was soon as position has final approval and goes live in CHRS.
 - d. **All other advertising placement is the responsibility of the programs or schools.**
 - e. Active Targeted Outreach is done by Program Chair and DSC.
- D. **Screening Rubric Sheet** –The screening rubric sheet is used as an equity-minded best practice because it allows for more objectivity and is unambiguous in terms of the specific criterion in PA. *Note:* When clicking on link to screening rubric sheet above, the format may be changed, unless you click *Open in App*, to allow document to be opened in Excel and downloaded.

Notes:

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- a. DSC enters all the PA criteria (i.e., minimum, required, preferred qualifications, and review date) into the template creating the screening rubric sheet to be utilized for all stages of review (i.e., initial applicants)
 - b. The DSC develops a rating/scoring system
 - c. The first updated screening rubric sheet is submitted to the Dean and FA *before* review of initial applicants can begin. FA review to verify all PA criteria, including two diversity statements, are listed accurately on rubric.
 - d. After DSC review of all initial applicants, a second updated screening rubric sheet with scores/rating of all applicants in the pool is also submitted to FA (i.e., indicating which applicants scored high enough to advance to next stage) *before* zoom interviews can begin.
 - e. After FA approves the first stage screening rubric and those applicants proposed to advance to second stage zoom interviews, DSC chooses zoom interview questions, adds to last updated screening rubric, and also submits to FA. *Note:* See section F below to choose and include equity-mined questions.
 - f. After DSC review of zoom interviews, a third updated screening rubric sheet with scores/rating of candidates is also submitted to FA (i.e., indicating which applicants scored high enough to advance to campus interviews) *before* finalists can be invited to campus visits.
 - g. After campus interviews, a fourth updated screening rubric sheet is also submitted to FA including:
 - i. **Overall rating** of finalists based upon DSC evaluation of committee meeting with candidates, teaching demo, job talk, and feedback from program faculty, students, and campus, as well as constituents.
 - ii. **Recommendation** evaluation and which finalist(s) are to be recommended to Dean.
 - h. *Note:* There are more details about next steps in section 3 below on Recommendations.
- E. **Equity-Minded (EM) Interview Questions** – DSC selects **EM Interview Questions** from sample List to include in the Zoom and Campus interviews. *Note:* DSC *may* propose discipline-specific equity-minded questions for FA approval.
- a. DSC submits the Zoom Interview Questions to FA for approval *before* beginning that stage of recruitment.
 - b. DSC submits the Campus Interview Questions to FA before candidates are invited for a campus visit.
- F. **Charge Meeting** – Dean calls meeting with DSC to discuss rubric, interview questions, and strategies to avoid implicit bias [optional]
- G. **Equity-Minded Recruitment Training** – FA will arrange required training for DSC members.
- a. DSC Workshop – General Best Practices of Equity-minded Recruitment (1 hour)

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- b. Equity Advocates (EAs) – Specialized Best Practices-Recognize/Interrogate/Disrupt Bias
- c. USC’s Center on Urban Education (CUE) Webinar Series – Hiring a Diverse Faculty
 - i. Viewing of webinars requirement must be renewed every two (2) years
 - ii. All DSC Members (including EAs) are required to view the CUE *Implicit & Explicit Bias* webinar [unless viewed as part of membership on a DSC in Sp’21]
 - iii. All EAs are also strongly encouraged to view the other three CUE Webinars [unless viewed as part of membership on a DSC in Spring 2021]

2. APPLICANT / CANDIDATE SCREENING

- A. **Monitor Applicant Pool** – An equity-minded best practice of faculty recruitment includes oversight of the applicant pool. AVP-FA will provide oversight to ensure adequate diversity at each stage of the recruitment process. Names of candidates must be submitted to AVP-FA for review **BEFORE**:
 - a. DSC can conduct Zoom Interviews
 - b. DSC can invite candidates for Campus Interviews
- B. **Screening Rubric (initial review of applicants)**
- C. **Zoom Interview**
 - a. *Note*: At this stage, interviews of a wider diverse pool may be better than fewer interviews of a narrow, select group (i.e., don’t limit, be inclusive, and consider including applicants who meet most criteria but not all and who might deserve a second look).
- D. **DSC Discussion**
 - a. Candidates are *only* evaluated using the original equity-minded selection criteria outlined in PA and Screening Rubric (including the approved interview questions).
 - b. DSC should meet as soon as possible after completion of the Zoom interviews.
 - c. All input from DSC members, including EA, should be considered.
 - d. Recommended practices highlighted in earlier stages remain important, including awareness of the potential influence of implicit bias.
- E. **Campus Interview** – Once finalists are identified, DSC presents list to Dean and AVP-FA.
 - a. Program Staff are responsible for making all travel (i.e., flight) arrangements for finalists invited to campus; for any questions on how to proceed setting up flights, please see Donna Flores in FA.
 - b. Faculty Affairs (Donna Flores) will make hotel arrangements for finalists invited to campus.
- F. **Reference Checks**
 - a. Before candidates can be invited to a campus interview, the DSC Chair should send them the [Authorization for Release](#) form.

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- b. Once the completed and signed forms are received by DSC Chair, reference checks can be conducted by DSC. *Note:* Authorization for Release forms should be sent to FA.
- c. [Reference Check form](#)
- d. DSC conducts thorough reference checks before candidates are invited to campus.

G. **Campus Visits** – The itinerary for campus visits should be developed by DSC and preferably include the following:

- a. Job Talk or Open Forum Presentation
- b. Teaching Demonstration (with students)
- c. Meetings with DSC, Dean, and other pertinent parties
- d. If possible, a 15-30-minute individual interview with AVP-FA (before scheduled please check with Janet Dungca)

3. RECOMMENDATIONS

A. **Summary of Finalists Recommendation** – After the final deliberation, Program Chair and DSC will recommend finalists to the Dean. The **Summary of Finalists Recommendation** document shall,

- a. Briefly mention all candidates that have *not* been rejected.
- b. Submit the recommended finalists in a ranked list, divided into “acceptable” and “not acceptable.” *Note:* It is an equity-minded best practice to submit an unranked list (in alphabetical order).
- c. Address the search criteria in the Position Announcement (PA) as agreed upon.
- d. Recommendation must be based solely upon criteria posted in the position announcement (PA).
- e. Include how each candidate will enhance diversity, equity, and inclusiveness on campus and in the program, as strictly relevant to the PA criteria.
- f. Address the DSC search justification for decisions and the strengths and areas of growth for each finalist solely in terms of the relevant criteria set out in the PA.

B. **Verification of Equitable Search** – DSC submits **Summary of Finalists Recommendation** to AVP-FA for certification that an equitable search was conducted.

C. **Recommendation to Dean** – Once the DSC has selected the candidate it wishes to recommend; it should review its findings with the School Dean in a Formal meeting.

- a. Permit all DSC members to share their perspectives on the candidates recommended to achieve a thorough review from diverse perspectives.
- b. Decide and plan ahead on how to proceed *IF* the top candidate does not accept offer.

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- c. *Note:* DSC or Program Chair may offer to the Dean suggested guidelines on relevant start-up costs per discipline for candidate offer.

D. Provost Approval/Dean Offer

a. Dean Recommendation

- i. Dean informs DSC on which finalist(s) they will recommend to Provost (if there is a difference of opinion from the unranked list, the Dean will meet with the DSC to discuss)
- ii. Dean presents the DSC's **Summary of Finalist(s) Recommendation** document to Provost for approval of a proposed offer package (e.g., start-up and relocation costs).
- iii. If Dean recommendation differs from DSC's clear preferences in **Summary of Finalist(s) Recommendation** document, then Dean should provide a clear justification for decision to Provost.

b. Dean Offer to Candidate

- i. Once Dean receives Provost approval, and updates DSC, the Dean Makes the Offer to the candidate.

4. FINAL RECRUITMENT REPORT

A. Functions of Final Recruitment Report

- a. An official document used for CSU reports and should there be a complaint.
- b. At the conclusion of the recruitment, **all committee notes must be shredded.**
- c. **Format of Final Recruitment Report** - It should, when viewed as a whole, make clear to any reader the reasons for the selection of the finalist(s), and the non-selection of all others who were interviewed.
 - i. [Cover Page with DSC signatures](#) *Note:* When clicking on link to PA template above, it may not be in an accessible format until you click *Open in App* to allow document to be opened in Word and download.
 - ii. **Summary of Finalist(s) Recommendation** document submitted to Dean
 - iii. [Check-List for Equity-minded TT Faculty Recruitment](#)
 - iv. Position Announcement
 - v. List of all Advertisement placed (type of ad, where posted, and duration)
 - vi. Summary of feedback and all comment sheets
 - vii. List of ALL candidates interviewed must be included (i.e., zoom & campus)
 - viii. CVs of all Finalists (i.e., invited to campus)
 - ix. Reference check sheets
- d. Any information received during recruitment process is “pre-employment”, confidential, and shall be maintained separately from PAF.

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e. Final Recruitment Report

- i. Submit to School Dean within ten (10) working days of the acceptance or rejection of final oral offer.
- ii. Faculty Affairs may contact DSC to clarify or request revision of report.
- iii. Required signatures on Final Recruitment Report Cover Page are assertions that the selection process has been reviewed and that it is consistent with the University's recruitment policies and procedures and with academic standards, as well as Equity-minded Best Practices. Final Recruitment Report will be retained in Faculty Affairs for a minimum of five (5) years.
- iv. Any materials not in an electronic format must be retained by the department for five (5) years (i.e., copies of publications).
- v. A Checklist for important steps above is under development.

5. FINAL LETTERS

A. Faculty Affairs Sends Regrets

- a. Once DSC has approval for Zoom Interviews, Disposition Letters *may* be sent to those candidates who were not advanced to the second stage of recruitment.
- b. Once DSC has approval for Campus Interviews, Disposition Letters may be sent to those candidates who were not advanced to the third stage, unless some are held on an alternative list.
- c. The DSC is encouraged to evaluate *when* these Disposition Letters should be sent.
- d. Candidates that were alternates would not receive a disposition letter until the Final Recruitment Report has been submitted.

B. Discussion

- a. Until such time as there is a signed acceptance of a letter of offer of employment, it is essential that contact with other non-recommended finalists is not initiated.
- b. Contact with the finalist(s) should be limited to the Program Chair, DSC Chair or School Dean.

C. Regrets to Alternates (or any applicants who have not already been contacted)

- a. At the time the finalist(s) returns the signed offer letter, Faculty Affairs will send a letter to the remaining finalists, informing them of the outcome of the search.
- b. If any candidate who was interviewed requests information on the reason for their non-selection, the written response given (by the DSC Chair or Program Chair) should be succinct and based only on the information contained in the Final Recruitment Report. To avoid possible problems, the School Dean and FA should review all such letters before they are sent.

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- c. If a candidate (who did not advance to an interview stage) contacts DSC Chair or Program Chair to inquire about the search for details of why they were not selected, please refer them to Faculty Affairs.

D. Late Letters

- a. A letter is sent to all applicants whose materials were submitted after the deadline and not considered for the search.

E. Cancelled Search

- a. If a search is cancelled, each applicant is notified. DSC Chair determines who notifies the applicants, although there will be an automated message sent to all applicants in the pool.

ACKNOWLEDGEMENT:

The contents of this document are drawn from several well-respected, equity-minded recruitment best practices (e.g., USC's Center on Urban Education, AFD Leads). We give appreciation to the CSUCI Senate for developing SP 20-08, as well as to Dr. Deborah Roberts, AVP for Faculty Affairs, who endorsed CSUCI Faculty Affairs to generously borrow from *Sonoma State University's TT Guidelines* for the "Review of Finalists" section above.

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