



FACULTY RECRUITMENT GUIDE

Reference of procedures for recruiting tenure-track faculty in AY 18-19 for start date in AY 19-20

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This new **Faculty Recruitment Guide** has been updated as an electronic document to better serve the colleges and departments as they work through the recruitment process.

This first page is a general overview with links to more detailed information for every section.

All University Personnel-Faculty Affairs (“UP-FA”) forms have also been updated. Most forms that require a signature are now DocuSign PowerForms. When you first click on a DocuSign PowerForm, please enter the required information. You will then be directed to the actual form. You can find more information on [DocuSign training and resources](#).

We will continue to expand this document and include additional details as we receive more feedback. Please send your suggestions and/or comments regarding this recruitment guide to faculty-recruitment@sjsu.edu.

A. Recruitment Request

The Dean receives the deadlines for the recruitment cycle from the Provost. The deadlines are shared with the departments. The Dean will submit the recruitment requests from the college.

For details see [Section A: Recruitment Request](#)

B. Recruitment Approval

The Provost will send an approval memo to the Deans as applicable, copying UP-FA. UP-FA will notify the department Chairs of the positions approved.

For details see [Section B: Recruitment Approval](#)

C. Departmental Recruitment Committee Procedures

Each Recruitment Search requires a departmental Recruitment Committee. Please refer to the following link for details on the Recruitment Committee election process. This includes information on faculty who are eligible to serve on a recruitment committee and the duties and expectations of committee members.

For details see [Section C: Departmental Recruitment Committee Procedures](#)

D. Advertising the Position

Advertising the position broadly is a major component of a good recruitment strategy. The principal goal is to ensure that qualified applicants from diverse sources throughout the country and abroad know about the positions and are encouraged to apply. University Personnel works with Graystone Group Advertising, who specializes in digital and print recruitment advertising.

For details see [See section D: Advertising the Position](#)

E. Reviewing Applications

The University currently uses the platform *Interfolio* for collecting and reviewing applications. Interfolio is also used for collecting Equal Opportunity Employment data for faculty searches.

For details see [Section E: Reviewing Applications](#)

F. The Interview Process and Campus Visit

Determine who you wish to invite to campus. While the University strongly supports bringing to campus as many candidates as necessary, there are budgetary limitations that must be considered. Because of those budgetary limitations, the Dean must approve the finalists. The department should, at a minimum, provide copies of the CV to the Dean for this purpose. If needed, the Dean may also ask to see copies of the complete application files before approving the campus invitations.

For details see [Section F: The Interview Process and Campus Visit](#)

G. Evaluation of Finalists and Preparing Recruitment Report

After the on-campus interview, input can be gathered in a number of ways from those that have met with the candidates. This can include written feedback to the recruitment committee or completion of rating forms from faculty, staff and students. This feedback is to be treated as advisory input to the committee. The recruitment report and all associated forms will be completed by the committee and will forward its recommendation to the Dean.

For details see [Section G: Evaluation of Finalists and Preparing Recruitment Report](#)

H. Letter of Appointment Approval and Final Appointment Packet

Once a final candidate is selected, the appointment letter is prepared. The department Chair should forward to the Dean a description of requirements and expectations for the appointment that the department would like to have included in an offer to the selected candidate.

For details see [Section H: Letter of Appointment Approval and Final Appointment Packet](#)



Section A: Recruitment Request

1. Provost notification to Deans

The Provost establishes a single annual recruitment cycle. For each academic year there is a specific deadline set for Deans to submit recruitment requests to the Provost.

2. Department submits request to recruit to Dean

The Dean will announce the internal deadline for departments to submit recruitment requests to the College. The Dean will also determine what supporting documents or data should accompany the department's recruitment request.

3. Dean submits request to recruit to Provost

- a. The Dean will submit the requests via [Dean's Request to Recruit Tenure-Track Faculty Google Form](#). All requests should be submitted at the same time, and each should be ranked. The Provost may set a cap on the number of requests that can be submitted from each College. One form is required for each faculty request.
- b. The Provost will review the requests, evaluate them in terms of University priorities and budget realities, and will decide which requests will be approved.



Section B: Recruitment and Posting Approval

1. **Provost notifies Deans of approved recruitments**

The Provost will send approvals to the Deans, Department Chairs, and School Directors via memo by email with a copy to UP-FA at faculty-recruitment@sjsu.edu and to College Academic Resource Manager.

2. **UP-FA notifies department Chairs on process**

The Chairs will receive a memo from UP-FA of the approved recruitments. The approved recruitments will be entered into eRecruit by either the department or by the college (as determined by the Dean's office).

Part 3, 4 and 5 are done at the same time.

3. **Submit an Announcement of Position Availability and an Advertising and Diversity Outreach Plan**

The department Chair will submit Announcement of Position Availability, an abbreviated Announcement (if applicable), and an Advertising and Diversity Outreach Plan by email directly to faculty-recruitment@sjsu.edu for approval by Office of Diversity and UP-FA. Copy Dean to keep informed. The Announcement of Position Availability Form includes wording that is required in the Announcement. The form can be found in the link below. [Announcement of Position Availability Form](#)

4. **Submit a Request to Recruit on PeopleSoft**

UP-FA will be the final approver of this request.

5. **Request Position Numbers**

The [Position Management Action Form](#) should be submitted by either the department or by the college (as determined by the Dean's office). You are requesting 2 position numbers, or 3 position numbers if hiring a Chair:

- a. Job Code 2361 Instructional Faculty (IF)
- b. Job Code 2360 AY Faculty
- c. Job Code 2481 Chair

It takes a few days to receive position numbers. Please notify the UP-FA via faculty-recruitment@sjsu.edu as soon as you receive the position numbers.

6. Assignment of Job Opening ID (JOID)

As soon as UP-FA has the position number, a JOID will be assigned for each approved position. The JOID is the vehicle by which the University tracks applicants and monitors recruitment practices.

7. Posting the Position

With the JOID and the approved Announcement of Position Availability, UP-FA can enter the recruitment into Interfolio. Once that is complete, Interfolio will issue a recruitment number, along with a link.

The UP-FA will add the JOID number and the Interfolio link to the Announcement of Position Availability. This final approved Announcement in PDF format, is shared with the Chair, department and college contacts as determined by Chair, and the Dean. UP-FA will post the announcement on the University Personnel website and also send it to Graystone for advertising in the standard venues. See Section D for details on advertising. **Do not alter this PDF or Interfolio link.**

With prior approval, departments may use the abbreviated announcement for use in advertising that charges by length. If your department knows that a short version is needed, please submit both the long and short version at the same time for approval.



Section C: Departmental Recruitment Committee Procedures

1. Committee Election

[University Policy S15-6 \(“S15-6”\)](#), Section 3.2.1. requires that recruitment committees be elected by a department’s tenured and tenure-track faculty using a secret ballot. Smaller departments should place all eligible names on the ballot (including department Chairs). Larger departments may wish to conduct a nomination process in order to create a ballot. Department recruitment committees should be elected as early in the academic year as possible. Department practice varies as to whether one personnel committee handles appointment, retention, tenure and promotion or a separate search committee is elected. Some departments with sufficient personnel may elect multiple recruitment committees when filling more than one position.

The department will notify University Personnel-Faculty Affairs of the composition of the committee(s) immediately after the election on this form:

[Recruitment Committee Election Report](#)

2. FERP Faculty

[Article 15.2](#) of the current Collective Bargaining Agreement (“Agreement”) permits FERP faculty, with the permission of the President, to serve on personnel committees. If the tenured and tenure-track faculty members in the department wish to include FERP faculty as members of an elected recruitment committee, the names of such faculty must be submitted by the Chair, via the Dean, to UP-FA for official permission to serve, following the election to the department recruitment committee. FERP faculty may not make up more than 50% of the recruitment committee.

If the search process will start in fall semester and finish in spring semester, then all committee members (including FERP faculty) must be on active assignment both semesters. Someone on sabbatical one semester, for example, may not serve on the search committee.

3. Probationary Faculty

According to the Agreement, [Article 12.22a](#), recruitment committees may also include probationary faculty. If the tenured and probationary faculty members in the department wish to include probationary faculty members as members of an elected recruitment committee, the names of such probationary faculty must be submitted by the Chair, via the Dean, to the University Personnel-Faculty Affairs for official permission to serve, following their election to the department recruitment committee. Probationary faculty may not make up more than 50% of the committee members.

Note: If the search is for an associate or full professor with the possibility of tenure at the time of the appointment, then probationary faculty may NOT serve on the committee, per S15-6, Section 3.2.4.

4. Size of Committee

In departments of sufficient size, personnel committees shall be composed of at least five (5) tenured full-time faculty members. In no case shall a personnel committee be composed of fewer than three (3) tenured full-time faculty. (Note: FERP faculty are not full-time faculty.) In departments with fewer than three tenured full-time faculty members, additional tenured full-time faculty members from related academic disciplines outside the department shall be selected to serve.

5. Chair of the Committee

Department Chairs shall normally chair the recruitment committee. S15-6, Section. 3.2.5. sets the procedure: “The Chair of the Department shall normally be a voting ex officio member of the recruitment committee and shall chair the committee. If the Chair elects not to serve, then the committee shall choose its own Chair from among its elected members.”

6. Participation

Recruitment committee members should participate in **all** committee meetings and in **all** interviews. A committee member who does not do so may not vote on the finalists and their rankings. A committee member who misses a required event may still attend the final committee meeting where the finalists are ranked, and may provide input on any of the candidates s/he did get to see, but may not vote.

7. Eligible Committee Members

If the department lacks diversity among its eligible committee members, it may decide to supplement the committee’s membership. This can be achieved by electing tenured or probationary faculty members from related fields to serve as full voting members of the committee, or by inviting people to serve as non-voting and consulting members of the committee.

Non-voting committee members may not have access to applicants' confidential documents (i.e., transcripts and letters of reference) nor should they participate in voting or in meetings that involve any deliberations of a confidential nature.

8. Confidentiality

The Dean charges the committee to conduct the recruitment. This includes the charge to maintain confidentiality with regards to all committee proceedings and materials for the duration of the search. All committee members must sign the confidentiality statement at this time.

A department Chair who is not a member of a recruitment committee but who is responsible for tracking confidential materials related to a recruitment must also sign the confidentiality statement.

Committee members may not view applications before signing the confidentiality statement.

[Recruitment Committee Confidentiality Statement](#)

9. Training Session for Recruitment Committee

At least one member of the department recruitment committee must attend a training session that will be conducted by UP-FA. The training session will discuss the Diversity Master Plan/Inclusive Excellence Initiative of the University, the importance of broadening candidate applicant pools, key elements in the recruitment process, recent changes in laws or policies, recruitment outreach strategies, and tracking progress.

10. Conflicts of Interest

Committee members have a responsibility to maintain a professional objectivity towards all applicants throughout the search. Committee members must not have conflicts of interest with applicants, or have prior relationships which could interfere with their objectivity. The moment a committee member becomes aware that an applicant presents even the appearance of a conflict of interest, they should notify their Dean to discuss whether they might need to be replaced on the search committee. Clearly, a committee member should no longer serve if an applicant is a spouse or relative. But close professional relationships, such as being a co-author with an applicant, may also represent a conflict of interest.



Section D: Advertising the Position

1. University Personnel-Faculty Affairs Responsibility

It is the responsibility of University Personnel-Faculty Affairs (UP-FA), to post the Job Announcement on the University Personnel website, on the Faculty Job Opportunities page, found [here](#).

UP-FA will also send the Job Announcement to Graystone, to advertise in the standard venues, which includes the following sites:

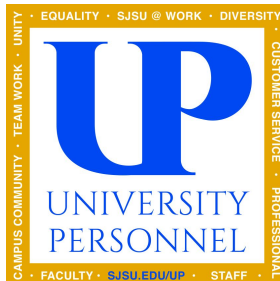
- a. [BAJobs](#)
- b. [CalJOBS](#)
- c. [Diverse Issues in Higher Education](#)
- d. [HigherEdJobs](#)
- e. [InsideHigherEd](#)
- f. [Monster](#)
- g. [Higher Education Recruitment Consortium](#)
- h. [RecruitMilitary](#)
- i. [Northern California Higher Education Recruitment Consortium](#)
- j. [The Chronicle of Higher Education](#)

2. Department responsibility

- a. It is up to departments to determine whether or not they are willing and/or able to pay for additional advertising costs. The departments will be charged by Graystone for all additional advertising that is done by Graystone.
- b. Contact minority/women's professional organizations in the discipline to inquire about including a position description in such national newsletters or web sites.
- c. Send letters to those universities having strong doctoral programs in specialized fields soliciting applications or nominations. Send letters or place phone calls to chairs of departments where potential applicants may be found as well as to known mentors of graduate students.

- d. Make informal contacts with potential candidates. It is perfectly acceptable to encourage people to apply for our open positions. Appointments at professional meetings to exchange information are not considered to be formal interviews. Phone calls where the individual asks for more information about an advertised position are also not considered formal interviews.

In some cases, candidates come to campus at their own expense, perhaps while on personal trips to the area. It is a courtesy to meet with them and answer questions about the department and the University. However, do not engage in screening activities or treat them in a way that might be perceived as coaching for a formal interview. Of course, do not say anything that can be construed as promising special consideration.



Section E: Reviewing Applications

1. Applications Access

Only authorized personnel may have access to application materials. Authorized personnel means the Department Chair and any departmental administrative staff who need to access the files in order to prepare the pool report. Committee members will be given access to applications only after the pool has been approved.

Non-committee members will never be given access to applications. Other faculty invited to consult with the search committee may review CVs only. This provides them sufficient background to ask questions and interact with the finalists during the campus visits.

2. Applicant Pool

When the first consideration date or application deadline is reached, prepare the applicant pool report for your Dean for review. The applicant pool report is a spreadsheet listing the name, terminal degree held, institution granting the degree, and institution where currently employed or completing a post doc. (Interfolio offers a reporting tool that can be used for this purpose.)

Include a summary of the advertising venues and diversity outreach strategies the committee has employed. The pool will be reviewed and if the Dean approves, then it is sent to UP-FA (faculty-recruitment@sjsu.edu) and the Chief Diversity Officer for final approval.

Do not proceed until the applicant pool report has been formally approved. If all recruitment strategies were not followed, it may be necessary to reopen advertising and pursue additional outreach efforts. If the outreach strategies that were approved were not followed, the search may be suspended.

3. Screening

Once the Recruitment Committee Election Report has been approved, the department committee may begin screening applicants. Screening must be done only by the elected members of the recruitment committee. The recruitment committee must meet alone and, after reviewing the applications as well as recommendations from invited consulting colleagues, make the screening decisions.

a. Criteria

Prior to reviewing resumes or CVs, search committees should determine the criteria they will use to screen applicants based on the qualifications specified in the position announcement. The essential functions and knowledge, skills and abilities published in the position announcement provide the sole basis for the screening committee's evaluation of applications. All screening criteria must be directly related to an essential function or a required knowledge, skill, or ability. It is important to carefully assess the experience and education of applicants to insure that they meet the minimum advertised requirements. Applicants who do not meet these minimums cannot be hired.

b. Fair Screening Process

The following practices help to ensure a fair screening process:

1. Assign more than one committee member to screen each application.
2. Create a well-documented screening process in which each applicant's qualifications are compared with the qualifications specified in the position announcement.
3. By using a screening matrix which charts each applicant's preferred and required qualifications, the search committee will be able to compare each applicant at a glance.
(Note: when reviewing an applicant's work experience, pro-rate part-time experience. In other words, if an applicant worked half-time for two years, that would count as one year of experience.)
4. Select a shortlist of applicants to recommend for interviews.
5. Telephone interviews may be used as a screening tool to determine or clarify whether applicants meet the preferred and required qualifications.

6. Be alert to personal biases that might influence perceptions about applicants.
7. Assess ways the applicants will bring rich experiences and diverse backgrounds and ideology to the university community.
8. Screen applicants to be inclusive rather than for the sole purpose of narrowing the applicant pool.
9. Refrain from assessing applicant qualifications based on a single standard.
10. Document as you go. At the end of the campus visits when you have made a final selection, you will not want to lose time reconstructing the decision-making process. Because an offer cannot be made until the recruitment report is complete, take the time to document your reasons for the elimination of candidates at each stage of screening.
11. Data regarding the reasons that candidates withdrew from consideration are very helpful to the University. To improve future recruitment efforts it is useful to document any reasons mentioned by applicants to members of the recruitment committee and to summarize this information for your Dean and UP-FA.

c. Convention Interview

Recruitment committees are often tempted to use interviews at conventions in order to save the expense of campus visits. While professional conventions provide excellent opportunities to recruit applicants for positions, there are several problems with using them for formal interviews. If interviews are to be held at a convention that will actually screen out some candidates, then all members of the search committee must be present and the same interview questions should be asked of all candidates.

A preliminary screening of candidates must have been done prior to arranging the convention interviews. If other applicants who are deemed equally qualified are not in attendance at the convention, then opportunities for an identical or very similar screening interview must be arranged for them. Given all these constraints, convention interviews may not be feasible as a formal step in the screening process.

d. Telephone/Video Interviews

The telephone/video interview provides a low-cost opportunity to get to know candidates in ways that supplement their paperwork. Nonetheless, for a decision as important as tenure-track hiring, an extended campus visit is an essential source of information for both parties. If you use telephone/video interviews,

follow these guidelines:

1. Send a [Reference and Background Check Release Form](#) to the candidate for a signature.
2. Discuss how the telephone/video interview fits with other parts of the selection process. Do not risk eliminating a person with strong qualifications who may not be the best telephone/video communicator, but who might succeed very well in person encounters on a campus visit. These interviews probably serve best to screen out persons whose written materials are somewhat ambiguous as to whether or not they meet the basic criteria.
3. Be sure all candidates have an equal chance to succeed in this format. Set up the call in advance at a mutually convenient time. Let the candidate know what to expect, plan opening introductions and closing statements that will put the candidate at ease and show respect. Ask the same questions of each candidate. These should be as carefully planned and standardized as they are for on-campus interviews.
4. Submit questions in advance to the Dean for approval. It is not necessary for UP-FA to review these questions.



Section F: The Interview Process and Campus Visit

1. Requesting Additional Materials from Candidates

Request additional materials from finalists if you wish. When informing candidates that they have made the initial round of reviews, you may ask for teaching evaluations, sample syllabi, copies of their articles, conference papers or other writing samples such as a dissertation chapter. It may be that some applicants have submitted all these materials with their initial application, but waiting to request them at this point saves expense, paper, and time for all concerned.

2. Fairness

For the sake of fairness, all candidates should have a chance to answer the same questions, demonstrate their competencies in similar circumstances, and provide similar supporting materials. Do not let a situation develop where some candidates have a chance to provide evidence directly to the decision-makers and others are reviewed based only on second-hand reports.

3. Assessment

Use a variety of assessment approaches. Do not just rely on the interview with the search committee and the research presentation. Assess teaching effectiveness by having each candidate teach a class as a guest lecturer; collect quantitative and qualitative feedback from students, just to name a few examples.

4. Interview Questions

The interview with the search committee is the most formal and standardized part of a campus visit. Fair employment practices requires that each applicant have the same opportunity to respond to the same questions. Even at the risk of seeming somewhat mechanical or over-structured, be sure to ask each question in the same way and to follow the same interview procedures in terms of format and timelines.

It is imperative that certain questions not be asked in either formal or informal settings (e.g., questions regarding age, nationality, marital status, medical conditions, childcare

accommodations, religion, and sexual orientation). Even if such personal information was volunteered as a result of social or informal exchanges, it must not be used or referred to in the course of determining who is to be appointed.

Reference and use the [Interview Question Guidelines](#).

Topics typically addressed in interviews include:

- a. Educational background
- b. Teaching experience
- c. Experience working with a diverse student population including age, gender, race, ethnicity, differing abilities, and learning styles
- d. Evidence of research, scholarship, and creative activities in the field
- e. Appropriateness of training and/or interest to curricular needs
- f. Evidence of interest in being involved in his/her professional community
- g. Experience in advising students
- h. Breadth and flexibility of teaching areas
- i. Ability to establish cooperative working relationships with students, faculty, and staff
- j. Evidence of ability and willingness to contribute to the University
- k. Evidence of an understanding of the unique qualities of San Jose State University and its mission

Keep in mind that we want to impress the candidates just as much as they want to impress us. Be prepared to discuss what the department, college, University, and region have to offer in terms of:

- a. Working environment
- b. Nature of student body
- c. Support for faculty professional development
- d. Cost of housing
- e. Social and cultural amenities
- f. Moving/relocation expenses
- g. Employment/educational opportunities for spouse
- h. School for children in the surrounding communities
- i. Specialized medical care in the area

5. Recruitment Committee Members

All members of the recruitment committee must be present at the scheduled recruitment committee interviews with each of the candidates. If a committee member is unable to attend the scheduled meeting with each and every candidate, that committee member may confer with the committee on the finalists but may not vote on them. Such committee members should be recorded as “absent” on the Recruitment Committee Report, Section IV - Search Committee Ranking Report.

6. Campus Visit

A candidate's campus visit should usually be for one to two days. Given the significance of the decision being made, do not skimp on the time allowed for each visit. When setting up the visit, ask the candidates about any special needs they may have during the visit. Ask if they need technological support for presentations, and if they wish to meet members of certain campus groups, or would like to connect with the local community in some way.

You may customize other aspects of the visit if a candidate expresses interest in specific aspects of the University or surrounding community. For example, a candidate might like to meet with representatives of the African American Faculty and Staff Association, the Asian Pacific Islander Caucus, the Chicano/Latino Faculty Staff Association, or the Lesbian, Gay, Bisexual, Transgender Faculty and Staff Association. Another might like to see housing option in the area. Another might want to talk to faculty members about outside consulting opportunities. Accommodating these types of requests is always acceptable if their time on campus permits.

If there are on-campus candidates for the position, do all you can to treat them equally with the off-campus visitors. Devote the same amount of time to their interview. While they may not need a campus tour, they should have the same opportunities for lunch and dinner with the search committees or faculty groups.

An important way to demonstrate the commitment of the University to our teaching mission is to include, as part of the schedule, the opportunity for each candidate to present to a scheduled class. Obtain feedback from the students at the conclusion of the class as part of the overall feedback on the candidate's visit. At least one committee member should attend all teaching demonstrations and report back to the committee as a whole. Best practice would be to have the same committee member attend all teaching demonstrations if that is possible.

Encourage each candidate to discuss his/her teaching philosophies, pedagogical problems that have been resolved, and include a discussion of courses he/she has taught and those he/she would like to teach. It is not required that all search committee members attend all the sample lectures. But at least one member of the search committee should do so.

In addition to formal meetings, allow time for the candidate to meet with a variety of groups such as undergraduate and graduate student associations, recently hired faculty, and individual faculty members, especially those who share an academic specialty.

Be sure the candidate is introduced to the entire campus, not just the department. Based on what is appropriate for the individual candidate, be sure he/she gets a sense of the diversity on this campus. This could range from a walk through the Student Union for

some candidates to a scheduled meeting with a special interest group for others. Also, feel free to schedule appointments or tours if the candidates want to learn about faculty development opportunities, instructional technology, library facilities, and the like.

Be considerate of candidates' needs. Ideally an interview is a chance to see people at their best, and should not be an endurance contest. Allow time to recover from jet lag; provide brief rest opportunities during the day; schedule a little free time before major events such as formal interviews or presentations.

Prepare an itinerary for the visit to be distributed to all faculty members in the department as well as to all other interested parties. This itinerary should be accompanied by a CV or short professional sketch of the candidate so that everyone can be acquainted with his or her background.

Before circulating a candidate's vitae, review it for personal information that should not be distributed. Candidates sometimes include information such as home addresses, phone numbers, even birthdates. If these or other personal information appear on the vitae, you should carefully redact them before circulating to non-committee members.

Before proceeding, show the assessment plan, interview questions, and master campus visit itinerary to your college Dean for suggestions and approval.

If candidates arrive the evening before the day of the interview, make sure someone contacts them to confirm their arrival and accommodations. Perhaps plans can be discussed for meeting them for breakfast or arrangements made to pick them up to take them to campus for the interview. You may want to pick the candidate up at the airport and take him/her to dinner if the hour is appropriate.

While on campus, ensure that candidates are escorted at all times from place to place. Also, make sure they are properly introduced to their interviewers or audiences. When interviews are over, someone should be available to take them back to the hotel or to the airport, if that is next on the itinerary.

Faculty members should be fully informed of the visit and urged to participate. A low turnout could send a negative message to the candidate. In an effort to enable faculty to see candidates' presentations, departments sometime ask prior to campus visits if they can be recorded for viewing later. Videotaping or recording of any presentation is not permitted without the written consent of the candidate. Since all candidates must be given the same opportunity to perform well, if one candidate refuses to give consent to be recorded, then no candidate may be recorded.

7. Salary

Do not identify a particular salary. Do not identify the salary of the most recent hire in the department. Explain how our payroll system is designed with the first full monthly paycheck starting in October of the Academic Year appointment, as this is quite different from compensation systems elsewhere. You should also let the candidates know about our “Jump Start” program which means they will receive a small paycheck (for two days of work) around September 1. Don’t expect that University Personnel will do this, since candidates do not meet with University Personnel during their campus visit.

- a. **Resources/equipment/space to conduct research.** These are subject to later negotiations with the Dean, particularly in disciplines that are equipment intensive, so it is important to learn what the candidate considers to be critical needs for research.
- b. **Moving/relocation reimbursement of expenses.** The Chair should not commit to a specific dollar amount in the allocation of moving expenses at this point in the recruitment, but the Chair can learn about any special needs of candidates regarding moving.
- c. **Housing.** Be prepared to answer questions regarding the availability of housing in San Jose and surrounding communities. Direct candidates to SJSU’s [University Housing Services Center](#) website and [Off Campus Housing Resources](#).
- d. **Schools for children.** Be prepared to answer questions regarding the school systems in the area, particularly special programs and curriculum. One resource is the Santa Clara County Office of Education, www.sccoe.org.
- e. **Evaluation processes.** Be prepared to explain in general terms the expectations for retention, tenure, and promotion. Provide a copy of [S15-8](#) to candidates. If there are approved departmental RTP guidelines, provide a copy of those as well.
- f. **Benefits (medical, dental, retirement, life insurance, etc.).** Please refer candidates to the summary of benefits located on the CSU website www.calstate.edu/Benefits/Summaries/Faculty.pdf. If a candidate desires greater details, refer him or her to the Benefits Service Representative in University Personnel at (408) 924-2250. Due to the implementation of the Jump Start program, Benefits commence on September 1 for new probationary faculty with a mid-August start date, and February 1 for those with a January start date.

- g. Visa/Immigration Questions.** Committee members should not ask questions concerning national origin, citizenship and/or visa status. If candidates inquire about visa sponsorship and/or work authorization, direct them to UP-FA for assistance with their questions. Selection of candidates should be based solely on qualifications; citizenship/visa status should not be considered.

8. Exit Meeting

An exit meeting should be scheduled with the department Chair. At this point it is appropriate to have an exploratory conversation with the candidates about their needs and requirements should they be hired. Prior discussions with the Dean should set the parameters for this discussion. Even so, it should be made very clear to the candidate that this conversation is a mutual exchange of information and definitely not an employment negotiation. **Under no circumstances can department Chairs commit University resources to candidates.**

During the exit meeting, the department Chair should inform candidates of when they can expect to hear the results of the recruitment process and provide them with an opportunity to ask any other questions they may have.

Prior to leaving campus, candidates should submit to the department staff all necessary documents/receipts to complete a travel expense claim. At that time department staff should give the candidates some idea as to when reimbursement will be sent. Please note that reimbursement for travel from the general fund is limited to travel from within the United States.

Collect the required documents before the candidate leaves campus. These are the SC-1 form and the Reference and Background Check Release form. Both wet signatures or DocuSign are acceptable.



Section G: Evaluation of Finalists and Preparing Recruitment Report

1. References

It is recommended that you check references of finalists. References may be checked after receiving a signed [Reference and Background Check Release Form](#). (This is generally done by the recruitment committee Chair.) Do not reveal the committee's impressions of the candidates' applications or ask any questions that are not job-related. Whenever recruitment committee members become aware formally or informally of negative information on a particular candidate, such information should be handled with appropriate caution. Negative information should be used only if it is confirmed by other reliable sources or references. Keep in mind that there are personal and professional reputations at stake. It may even be necessary to seek advice from legal counsel, via UP-FA, if any sensitive issues arise during recruitment. When in doubt, consult.

2. Voting

The department recruitment committee should meet as soon as possible to consider all comments and recommendations before selecting a final candidate. All members of the recruitment committee must be present at the scheduled recruitment committee interviews with each of the candidates. If a committee member is unable to attend the scheduled meeting with each and every candidate, that committee member may confer with the committee on the finalists, but may not vote on them. Such committee members should be recorded as “absent” on the Recruitment Report, Section IV - Search Committee Ranking Report.

- a. There should be no abstention votes. Any committee member who had a conflict of interest with a candidate should have already removed themselves from the committee as they should have been able to identify that conflict of interest prior to the moment when the committee is making its final evaluations. Hence there should be no abstentions at the end.

- b. In the case of a search for a position at advanced rank or with tenure, [S15-6](#), Section 2.4, requires that the department's RTP committee review the candidate's materials and make a recommendation on tenure and/or advanced rank. The RTP committee's recommendation should be in writing, with a recording of the votes cast in favor and against.
- c. The department's RTP committee should be brought into the process as early as possible. If the RTP committee isn't willing to recommend tenure or advanced rank to a particular candidate, then that might change how the search committee ranks the finalists.

3. Recruitment Report

Complete the [Recruitment Report](#). Note: [S15-6](#), Section 3.3.3, requires that the rankings of the finalists must have explanations for the relative rankings. The cover memo that accompanies the Recruitment Report must not only rank the finalists, but also must provide explanations. The rankings must also match clearly with the evidence in the application files. A finalist who receives the top ranking should not have any categories in the [Academic Finalist Interview Evaluations Form](#) marked "Does Not Meet Criteria."

Using the rating forms, the Chair of the search committee must present and justify the recommendations of the committee. The two required criteria are pre-printed on the form. The department is to add its own additional criteria and make copies to be completed for each finalist.

- a. The ratings for each finalist should be completed and justified. Each person is to be rated as "meets criteria," "exceeds criteria," or "does not meet criteria" in each category. Sufficient rationale for these ratings must be provided, either in the space provided or on an attached sheet. These need not be lengthy but must be substantive and informative. For example, in response to the criterion "is able to teach a variety of courses in the Department" it is not acceptable to check "meets criteria" and then write "see CV."
- b. Taken as a group, the ratings of the finalists should make sense to an outside reviewer. For example, departments should not rate candidate A "exceeds criteria" on half the items and candidate B as "meets criteria" on all the items, and then recommend candidate B as the first choice. Because the criteria are not always of equal importance, it is conceivable that one person might receive more "exceeds criteria" ratings and still be less favored than another candidate. In general, try to design your criteria to avoid this. A brief summary of the reasons for the final rank order must be included in the cover memo to the Recruitment Report. Finally, the last page of the Recruitment Report must be signed by the preparer.

- c. Time spent in phrasing the initial criteria is well invested. If you mean “potential for research” instead of “record of research,” be sure to phrase the announcement in a way to give you reasonable latitude to select from persons at different career points. In an area such as, “likelihood of developing a strong research program,” candidate A could receive a rating of “meets criteria” with the comment, “Though just finishing his dissertation, he is well trained in current methods and spoke of a number of well-conceived projects that he is planning to undertake.” Candidate B might receive “exceeds criteria” with a comment like “he has already published three articles in respected journals and discussed additional work in progress,” and candidate C might receive a “does not meet criteria” with a comment such as “Although he finished his doctoral work over four years ago, he has no publications or scholarly presentations. His discussion of research plans was vague.”
- d. Taken as a set, the ratings should clearly differentiate between those the department wants to hire, and those they do not. That is, not only should the candidate of choice stand out from the rest (in your paperwork), but if you hope to be able to hire the second or third ranked candidate should the first candidate decline, the documentation must show that these applicants meet all the minimal criteria and are differentiated in some way from those applicants not recommended for hiring. This will facilitate the resubmission of the report in support of another candidate. Of course, ratings must not be changed once they are initially forwarded. Summarize your recommendations with a rank-order of candidates. Include a brief explanation of the recommended order of hiring based on the criteria. The search committee’s vote must be recorded on the Recruitment Report, Section IV - Search Committee Ranking Report, and must be forwarded to the Dean with the recruitment report.

Note: The Academic Finalist Interview Evaluations Form does not substitute for the explanations for rankings as required by [S15-6](#), Section 3.3.3. The Academic Finalist Interview Evaluations Form is for assessing the campus interview only. There could still be other factors that would affect the overall ranking, such as a candidate who has a broader teaching range than others. **Thus the cover memo that accompanies the Recruitment Report still must explain how the committee came to rank one finalist higher than another.**



Section H: Letter of Appointment Approval and Final Appointment Packet

1. Letter of Appointment Description

Use this template to draft the letter: [Checklist for Letter of Appointment](#)

a. Rank and Salary

Use the rank and salary information authorized by the Provost memo, as mentioned in Section B. Teaching record and professional accomplishments must justify the rank. Factors of internal equity with recently hired faculty in the department are considered in recommending a salary or a salary range. The Dean considers the factors of equity across the college, and UP-FA looks at equity across the University. Given market factors and differences in the disciplines, perfect salary equity is difficult to achieve, but every effort is made to treat equivalent cases fairly. Certainly within the same fields, any discrepancies in appointment level should be clearly tied to qualifications and experience of the candidates.

b. New Faculty Orientation

New tenure/tenure-track faculty are required to “jump start” two days before the start date of the semester, for New Faculty Orientation. Faculty will be **paid** for two full-time days.

c. Moving Expense Reimbursement

If funds are available, the department Chair should propose an amount for moving expense reimbursement, taking into account the candidate’s needs. The department Chair’s recommendation should include a justification for the proposed amount.

d. Probationary Credit

[S15-6](#) and [Article 13.4](#) of the [Agreement](#) permits an offer of up to two years of probationary credit toward tenure. Such credit is generally offered for prior probationary employment elsewhere. However, keep in mind that offering time towards tenure may not be in the best interest of the candidate if it places him/her at risk of not having sufficient time to meet the standards for awarding tenure. This should be explained to the candidates at the time of the offer.

e. Workload Reduction, Travel, Equipment, Labs, Space for Research Activities

It may be possible to offer reduced workload assignments or start-up packages as part of an offer. The department Chair and Dean should discuss what forms of support they may each contribute towards a start-up package.

Note: The reduction of teaching assignment for new hires under [Article 20.36](#) of the most recent [Agreement](#) is extended [through June 2020](#). The College may also make additional reductions.

f. Terminal Degree Requirement

The offer letter must make clear the requirements for documenting the terminal degree. If a tenure-track finalist candidate has not completed his/her Ph.D. or other terminal degree, the letter of appointment that is prepared by the Dean will state that the offer of employment with the University is contingent upon receipt of the candidate's original, certified transcript with the Ph.D. or other terminal degree. This should be done as soon as possible, but no later than 5:00 p.m. on the Friday before the candidate's first duty day. Should the transcript not be received as required above, any offer of employment to the candidate will be withdrawn. Any questions about this requirement should be directed to the UP-FA.

g. Annual Salary

Make sure the annual salary is divisible by 12. The following is an example of an incorrect annual salary: \$65,000/year divided by 12 = \$5,416.67/month. The monthly salary must be in whole dollars, so the salary should instead be \$65,004 (monthly \$5,417.00).

2. Prepare the Appointment Packet

Having all required documentation in advance can keep the recruitment process from stalling at this point. The following from [Recruitment for TT/T Appointment Checklist](#) are required before making an offer:

- a. Dean's Letter of Appointment (draft form) - email soft copy to faculty-recruitment@sjsu.edu
- b. Cover Memo from Committee with recommendations of candidates in rank order
- c. [Recruitment Report](#)
- d. Signed [SC-1 Form](#) (Statement of Professional Preparation and Experience)

- e. Letter of Interest/Cover Letter
- f. CV
- g. Three (3) recent (within one year) letters of recommendation. Confidential Letters of Recommendation are to be managed through Interfolio, sent electronically or mailed directly from a University or official workplace to College or Department.
- h. [Reference and Background Check Release Form](#)
- i. Submit a POI and note shred date on the checklist
- j. List of all applicants or run applicant pool from Interfolio
- k. [Academic Finalist Interview Evaluations Form](#)
- l. CV for each Finalist(s) Interviewed (not including the Candidate)
- m. [Recruitment Committee Confidentiality Statement Form](#)
- n. Request a [background check](#) and put date submitted on the checklist.

From the college Dean's office, appointment packets with the checklist as the cover, are to be sent to UP-FA for review. If the appointment documents are complete, UP-FA will review for final approval, including approval of rank, salary, the wording of the final offer letter, and for compliance with all laws, policies, and regulations.

If the appointment is proposed with tenure, UP-FA will consult with the President for final approval (per [Section 13.17](#) of the [Agreement](#)), but only after all the requirements of the recruitment process and the requirements stated in [S15-6](#) have been met.

3. Making the Final Offer

UP-FA will approve or reject recommendations for appointments after conferring with the Provost. **Under no circumstances may an offer be made prior to approval of an appointment by UP-FA. The offer letter must be approved in final form before the Dean is authorized to make the candidate an offer.**

Deans or department Chairs may not make "unofficial" written or verbal offers. Promptly after receiving UP-FA approval, the Dean should contact the candidate to extend the formal offer of appointment, specifying the terms of employment. A definite deadline of no more than two weeks should be set for an acceptance of the written offer.

Upon the candidate's written acceptance of the offer, the departments will send the following items to UP-FA to complete the appointment packet:

- a. Final accepted Letter of Appointment, signed by candidate. This may be DocuSigned, with copy to UP-FA at faculty-recruitment@sjsu.edu.
- b. Original transcripts for terminal degree (e-transcripts acceptable)
- c. Employee profile(s) - There will be at least two profiles, one for Jump Start (12-month appointment) and one for the Academic Year (AY appointment). A third profile is required if also appointing as a new Chair:

1. **Job Code 2361** - 12 Month IF - Effective date is two days **before** the first day of the academic year. Action-Reason: HIR/APT

The new faculty's first day is in mid-August (See academic calendar for exact date). Jump Start begins two days before the start of the academic year to allow for benefit eligibility on September first. The new faculty are required to attend the new faculty orientation on these two days.

2. **Job Code 2360** - AY - Effective date is the first day of the academic year. Action-Reason: XFR-PPO
3. **Job Code 2431 (if applicable)** - Department Chair - Effective date is same as '1' or earlier. Action-Reason: HIR/CON

4. **Ending Recruitment Process**

The recruitment process ends when the candidate returns a signed copy of the contract letter by the deadline. (If your first choice candidate declines the offer, data will be collected about the primary reason for that decision).

- a. The Dean's office must forward the original signed contract letter to faculty-recruitment@sjsu.edu. This should be done promptly as it triggers a welcome letter from UP-FA, with an invitation to orientation activities from the Center for Faculty Development. Also, this will allow UP-FA staff to forward appropriate documents to Employee Support Services for PeopleSoft input.
- b. Immediately upon the return of a signed copy of the contract, the department Chair should send letters to remaining candidates informing them that the position has been filled. If any of the candidates interviewed request further information regarding his/her non-selection, the response should be that while the candidate had many of the desired qualifications, other applicants more closely fit the needs of the department. **Check with the AVP, University Personnel-Faculty Affairs if you have any questions about communications from candidates who were not offered the position.**

5. **Unsuccessful Recruitment**

Unfortunately, not all recruitments conclude successfully. Should this occur, the final page of the Recruitment Report ("Additional Information for Recruitment Report") must be submitted to UP-FA (*recruitment mailbox*) by the department. UP-FA provides information about successful and unsuccessful searches to the Chancellor's Office. Be sure to document in the Recruitment Report "Additional Information" page the reason(s) for the failed search.