



**SAN JOSÉ STATE
UNIVERSITY**

**Guide
for
Recruitment and
Appointment of
Tenure-Track Faculty
During 2017-2018**

Office of Faculty Affairs

May 2017

This document and other recruitment resources can be viewed online at:

<http://www.sjsu.edu/facultyaffairs/unit3/tenuretrack/index.html>

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Note: In an effort to help recruitment committees identify recent changes in University policy or procedures, such sections in this Guide are highlighted in yellow.

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1.0 The Recruitment Cycle. 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 via the Office of Faculty Affairs.

1.1 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.

1.2 Dean Submits Requests to Recruit to Provost

1.2.1 The Dean will submit the requests via email to the AVP of Faculty Affairs on the form provided for this purpose. 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.

1.2.2 The Provost will review the requests, evaluate them in terms of University priorities and budget realities, and will decide which requests will be approved.

1.3 Provost Notifies Deans of Approved Recruitments

1.3.1 Faculty Affairs will forward the Provost's approvals to the Deans and the department chairs. At that point, the approved recruitments will be entered into eRecruit by either the department or by the college (as determined by the Dean's office), along with a Position Management Action form for update of or creation of the position number.

1.3.2 The department chair will submit an Advertising and Diversity Outreach Plan by email directly to the AVP/Faculty Affairs. (We no longer want the Advertising Plan submitted into eRecruit.)

1.3.3 The final draft of the "Announcement of Position Availability" should be submitted by email directly to the AVP/Faculty Affairs. (We no longer want the draft announcement submitted into eRecruit.)

1.3.3.1 Notes on the "Announcement of Position Availability"

- a. Use this opportunity to have discussions about what you really want in your next colleague, and what your minimal and optimal criteria for selection will be. Do not worry about the length of the position description. You will be authorized to use a shorter version for advertising, but it is the longer description that guides your selection process.
- b. Be sure each "Announcement of Position Availability" includes required statements on diversity, mandated reporting (CANRA), background

checks, and authorization to work.

- c. Consult your approved [Terminal Degree Document](#) to identify the required degree for the position. Your job announcement may not change or contradict the approved Terminal Degree Document.
- d. Identify the other essential qualifications for the position. Look over the wording very carefully. If you list a qualification as necessary, and later hire someone who lacks that qualification, the University has not communicated fairly with other potential applicants who did not apply. For example, we cannot advertise that a record of publication is required and then decide to hire someone who has a promising *potential* for publication but no actual record of publication.
- e. Take care that the qualifications do not unintentionally discourage a group of deserving candidates from applying. Stating as a criterion, “Fluent in English,” may be seen as a coded message that non-native speakers are not welcome. In contrast, requiring an ability to communicate effectively allows you to eliminate any applicant, including those whose native language is English, who cannot communicate in a manner that is comprehensible and coherent, without discouraging candidates who have an accent.
- f. Identify desirable but not essential qualifications. Working on these gives the recruitment committee a chance to think through what they would like to see in their ideal candidate. For instance, in a small department, the ability and willingness to teach a variety of courses beyond the specialty may be a required qualification. In a larger department, it may be a desired qualification that can serve as a “tiebreaker” among qualified individuals.
- g. Tenure-track appointments are generally made at the rank of assistant professor. Requests to advertise at advanced rank or to identify more than one possible rank must be justified at the time the position request is made. Market factors alone do not provide sufficient justification for hiring at a higher rank. Rather, approval to advertise for an associate or full professor needs to be justified on the basis of an immediate need for leadership of one kind or another, for example:
 - Intellectual leadership in developing or revitalizing a high priority sub-area of the curriculum.
 - Professional leadership that requires considerable prior experience such as setting up specialized field-based programs, developing community or organizational liaisons, securing disciplinary accreditation, or obtaining external funding.
 - General professional maturity and academic experience in a department that may have an unusual distribution of junior and

- senior faculty in a way that makes its governance problematic.
- The need to hire an external person to serve as department chair.

These are recommended justifications for giving permission to advertise at an advanced rank. The candidate recommended would still need to meet the qualifications for appointment to advanced rank in accordance with S15-8. This means that if the individual does not have a record at the time of appointment that meets the criteria for promotion to associate or full professor on this campus, then that person should not be appointed at that rank. Note also that rank is not a matter of negotiation once a position is advertised. If a position is advertised as assistant professor it will draw a different pool of applicants than if it had been advertised at the associate or full professor level.

- h. Be sure to specify in the position announcement which materials are required at the time of application. Additional materials may be requested at a later time. All recruitments must require a letter of application and a current c.v. Before the recruitment concludes, the finalist's application will also need to include 3 letters of recommendation and an official transcript documenting the terminal degree, but **those documents are not required at the point of first application**. Other desirable materials that might be requested are:
 - Teaching materials such as syllabi and student evaluations
 - Examples of publications or presentations
 - Examples of artwork, compositions, performances

2.0 Announcement Approval from the Office of Faculty Affairs

2.1 The Office of Faculty Affairs will assign a Job Opening ID number (JOID) for each approved position from eRecruit. The JOID is the vehicle by which the University tracks applicants and monitors recruitment practices. The Office of Faculty Affairs will notify the department and the college of the JOID assignment.

2.2 Faculty Affairs will provide the department an authorized version of the "Announcement of Position Availability." This pdf may not be altered. With prior approval, departments may use an abbreviated announcement for use in advertising that charges by length. Contact the AVP of Faculty Affairs for approval of an abbreviated advertisement.

3.0 Departmental Recruitment Committee Procedures

3.1 University policy S15-6 requires that recruitment committees be elected by the 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.

3.1.1 The department will notify Faculty Affairs of the composition of the committee(s) immediately after the election on the form provided as Appendix H.

3.2 Article 15.2 of the current 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 the Office of Faculty Affairs for official permission to serve, following the election to the department recruitment committee. The AVP/FA is the President's designee and can grant permission to serve. FERP faculty may not make up more than 50% of the recruitment committee.

3.2.1 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.

3.3 According to the Agreement, Article 12.22a, recruitment committees may also include probationary faculty. If the tenured and tenure-track faculty members in the department wish to include tenure-track faculty members as members of an elected recruitment committee, the names of such tenure-track faculty must be submitted by the chair, via the dean, to the Office of 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.

3.3.1 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.

3.4 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 eligible to serve on the personnel committee, additional tenured full-time faculty members from related academic disciplines outside the department shall be selected to serve on departmental personnel committees as needed. A mutually acceptable list of nominees shall be selected by the college dean and the probationary and tenured faculty of the department; the probationary and tenured faculty shall elect the additional committee members from the list.

3.5 Department chairs shall normally chair the recruitment committee. S15-6 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."

3.6 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.)

3.7 If the department lacks diversity among its eligible committee members, it may be appropriate 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 nonvoting and consulting members of the committee.

3.7.1 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.

3.8 The Dean charges the committee to conduct the recruitment. This includes the charge to maintain confidentiality with regard to all committee proceedings and materials for the duration of the search and for the duration of the candidate's appointment. All committee members must sign the "Confidentiality Statement" at this time.

3.8.1 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."

3.8.2 Committee members may not view applications before signing the "Confidentiality Statement."

3.9 Training session for recruitment committee. At least one member of the department recruitment committee must attend a training session that will be conducted by the Office of Faculty Affairs. The educational 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.

3.10 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.

4.0 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 know about the position and are encouraged to apply. **The goal should be to develop a large and diverse pool of qualified candidates.**

4.1 The Office of Faculty Affairs posts advertisements to the Northern California Higher Education Recruitment Consortium (NorCalHERC), to HigherEdJobs.com, as well as to its own web site. These postings are free to departments.

4.2 In addition, when funds are available for diversity outreach, Faculty Affairs will also post the announcement in the Chronicle of Higher Education, Hispanic Outlook, Diverse Issues in Higher Education, and other diversity outreach venues. Check with the Office of Faculty Affairs before posting advertising in these venues in order to avoid duplication of advertising.

4.3 The Department should place ads/notices in professional journals, newsletters or periodicals, and disciplinary and interdisciplinary websites. The department is allowed to run a short form of the position description. Contact the AVP of Faculty Affairs to gain approval for an abbreviated announcement.

4.4 Contact minority/women's professional organizations in the discipline to inquire about including a position description in such national newsletters or web sites.

4.5 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.

4.6 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. Neither are phone calls where the individual asks for more information about an advertised position. 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 constructed as promising special consideration.

5.0 Reviewing Applications

5.1 The University currently uses the platform “Interfolio” for collecting and reviewing applications. Any department wishing to use an alternative platform shall notify Faculty Affairs in advance. Interfolio is used for collecting EOE data for faculty searches, and any alternative platform used must also provide that information.

5.2 Along with the acknowledgements sent to qualified candidates, send them a copy of the complete version of the “Announcement of Position Availability” (in case the applicant has only seen a shortened description).

5.3 Only authorized personnel may have access to application materials. Prior to pool approval, “authorized personnel” means any departmental administrative staff who have need to access the files in order to prepare the pool report, and the department chair. 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.

5.4 When the first consideration date or application deadline has been reached, prepare the applicant pool report to 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 where currently a post doc (if any). (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 approved by the dean and by the Chief Diversity Officer.

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.

5.5 The department committee may now commence screening applicants. Screening must be done only by the elected members of the recruitment committee. The search committee must meet alone and, after reviewing the applications as well as recommendations from invited consulting colleagues, make the screening decisions.

5.5.1 Prior to reviewing resumes or curricula vitae, 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. A sample screening form is included as **Appendix C**.

5.5.2 The following practices help to ensure a fair screening process:

- Assign more than one committee member to screen each application.
- Create a well-documented screening process in which each applicant’s qualifications are compared with the qualifications specified in the position announcement.

- A screening matrix which charts each applicant's qualifications vis-à-vis the requisite and desired qualifications allows the search committee to compare each applicant's qualifications 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.)
- Select a short list of applicants to recommend for interviews.
- Telephone interviews may be used as a screening tool to determine or clarify whether applicants meet the requisite and desirable qualifications.
- Be alert to personal biases that might influence perceptions about applicants.
- Assess ways the applicants will bring rich experiences and diverse backgrounds and ideology to the university community.
- Screen applicants to be inclusive rather than for the sole purpose of narrowing the applicant pool.
- Refrain from assessing applicant qualifications based on a single standard.
- 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.
- 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 the Office of Faculty Affairs.

5.5.3 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.

5.5.4 Telephone Screening Interviews. The phone screening 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 phone screening interviews, follow these guidelines:

- Discuss how the telephone screening 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 communicator, but who might succeed very well in face-to-face encounters in 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.
- 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.
- Submit questions in advance to the Dean for approval. It is not necessary for Faculty Affairs to review these questions.

6.0 The Campus Visit

6.1 Determine who you wish to be invited to campus. While the University strongly supports bringing to campus as many candidates as necessary, there are very definite 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 vitae 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.

6.2 Request additional materials from finalists if you wish. When informing candidates that they have made the initial round of reviews, you can 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.

6.3 Using the full-length version of the position description as a guide, develop, in advance, one or more ways of assessing each candidate on each qualification. 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.

6.4 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 interviewee teach a class as a guest lecturer; collect quantitative and qualitative

feedback from students. Encourage each candidate to discuss his/her teaching philosophies, pedagogical problems that have been solved in the past, and include a discussion of courses he/she has taught & those he/she would like to teach.

6.4.1 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, and preferably the same person should attend each one (in order to avoid an “apples and oranges” kind of assessment.)

6.5 Prepare the Interview Questions. The interview with the search committee is the most formal and standardized part of a campus visit. Fair employment practice requires that each applicant have the same opportunity to respond to the same questions (**See Appendix D**). 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.

6.5.1 Topics typically addressed in interviews include: Educational background; teaching experience; experience working with a diverse student population including age, gender, race, ethnicity, differing abilities, learning styles; evidence of research, scholarship, and creative activities in the field; appropriateness of training and/or interest to curricular needs; evidence of interest in being involved in their professional community; experience in advising students; breadth and flexibility of teaching areas; ability to establish cooperative working relationships with students, faculty, and staff; evidence of ability and willingness to contribute to the University; evidence of an understanding of the unique qualities of San Jose State and its mission.

6.5.2 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 (**See Appendix D**).

6.5.3 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:

- Working environment
- Nature of student body
- Support for faculty professional development
- Cost of housing
- Social and cultural amenities
- Moving/relocation expenses
- Employment/educational opportunities for spouse
- School for children in the surrounding communities
- Specialized medical care in the area

6.6 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 ballot reporting the vote.)

6.7 When setting up the visit, ask the candidates about any special needs they may have during the visit. Certainly 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.

6.8 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.

6.8.1 Schedule the same agenda components for each visit: presentations to the faculty, classroom presentations to students, interviews, campus tours, etc.

6.8.1.1 You may customize other aspects of the visit if a candidate expresses interest in certain aspects of the University or surrounding community. For example, one 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 be driven around the area to see some housing options, another might want to talk to faculty members about outside consulting opportunities. Accommodating these different requests is always acceptable if their time on campus permits.

6.8.1.2 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.

6.8.2 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 such a teaching demonstration 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.

6.8.3 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.

6.8.4 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 or 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.

6.8.5 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.

6.8.6 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.

6.8.6.1 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.

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

6.8.8 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.

6.8.9 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.

6.8.10 Ensure maximum faculty participation in meetings with candidates. Faculty members should be fully informed of the visit and urged to participate. A low turnout could send a negative message to the candidate.

6.8.10.1 In an effort to enable faculty to see candidates' presentations, departments sometime ask 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.

6.8.11 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 were they to 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 a negotiation. **Under no circumstances can department chairs commit University resources to candidates.**

6.8.11.1 Salary. Please refer to the salary schedule in effect for Class Code 2360. 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 one paycheck monthly starting in October of the Academic Year of appointment (also 5-6-1 information and August adjustment; January start has pay/benefits gap in September of same year), as this is quite different from compensation systems elsewhere. *Don't expect that Faculty Affairs or HR will do this, since the candidates do not meet with FA or HR during their campus visits.*

6.8.11.2 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.

6.8.11.3 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.

6.8.11.4 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: <http://www.housing.sjsu.edu/>.

6.8.11.5 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.

6.8.11.6 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.

6.8.11.7 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 Human Resources at (408) 924-2250. Benefits commence on October 1 for new probationary faculty with an August start date, and March 1 for those with a January start date.

6.8.11.8 Employment Authorization for Foreign Faculty. Except in rare circumstances, applicants may not be excluded from consideration solely on the basis of employment status. Candidates who are not U.S. citizens or permanent residents, however, must be informed that proof of eligibility to work in the U.S. will be required before they can begin work. The Office of Faculty Affairs can assist a tenure-track faculty appointee in obtaining legal work authorization if he or she is eligible, **but be aware that the application and approval process through the USCIS can be lengthy.** For further information, contact the Office of Faculty Affairs at (408) 924-2450. The University only sponsors tenure-track and tenured faculty for employment-based (H-1B) visas. For additional information on employment eligibility, please see the CSU Employment Policy. This policy may also be viewed online at: <http://www.calstate.edu/HRAdm/Policies/HR94-29.pdf> (See Appendix E).

6.8.11.9 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 which they may have. At this time, give each visitor the letter from AVP/FA that explains the steps that must be taken in the decision making process and in making an offer of employment (see Appendix F).

6.8.11.10 Prior to leaving campus, candidates should submit to the department staff all necessary documents/receipts to complete the 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 U.S.

6.8.11.11 Collect the required “wet signature” documents before the candidate leaves campus. These are the SC-1 form and the Release Authorizing Reference Check form.

7.0 Evaluation of Finalists and Preparing the Recruitment Report

7.1 After the on-campus interview, input can be gathered in a number of ways from all

that have met with the candidates. This can include written feedback to the committee, completion of rating forms from faculty, staff and students, or non-binding straw votes from appropriate groups. All of this feedback is to be treated as advisory by the committee that will complete the recruitment report and all associated forms, and will forward its recommendation to the Dean.

7.2 Check references of finalists after receiving a signed Release Authorizing Reference Check 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 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 the Office of Faculty Affairs, if any very sensitive issues arise during recruitment. When in doubt, consult.

7.3 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 ballot recording the vote.**

7.3.1 There should be no abstention votes. Any committee member who had a conflict of interest with a candidate should have already remove themselves from the committee. A committee member 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.

7.3.2 In the case of a search for a position at advanced rank or with tenure, S15-6 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.

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.

7.4 Complete the Recruitment Report. **Note: S15-6 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 Finalist Interview Evaluation 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.

7.4.1 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.”

7.4.2 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.

7.4.3 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.”

7.4.4 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 form provided for this purpose (See Appendix J), and must be forwarded to the Dean with the recruitment report.

Note: The Finalist's Interview Evaluation Form does not substitute for the explanations for rankings as required by S15-6. The Finalist's Interview Evaluation 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.**

8.0 Offer Letter Approval and Recruitment Packet

8.1 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.

8.1.1 Rank and salary. The rank must be the one authorized by the Provost at the time the position was approved. The teaching record and professional accomplishments must justify the rank. In recommending a salary or a salary range, consider factors of internal equity with recently hired faculty in your department. The dean will consider the factors of equity across the college, and Faculty Affairs will look at equity across the University. Given market factors and differences in the disciplines, perfect salary equity is difficult to achieve, but we must make every effort 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.

8.1.2 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.

8.1.3 Probationary credit. S15-6 and the Collective Bargaining Agreement permit 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 or 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.

8.1.4 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.

8.1.4.1 The reduction of teaching assignment for new hires under the most recent CBA is continued through 2017-2018. The College may also make additional reductions.

8.1.5 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 pm 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 AVP of Faculty Affairs.

8.1.6 Make sure the annual salary is divisible by 12. The following is an example of an incorrect annual salary: \$65,000/yr. divided by 12 = \$5416.67/month. The monthly salary must be in whole dollars, so the salary should instead be \$65,004 (monthly \$5417.00).

8.2 Prepare the appointment packet.

8.2.1 Having all required documentation in advance can keep the recruitment process from stalling at this point. The following forms are required before making an offer:

- Dean's letter of Appointment (draft form)
- Cover Memo from Committee with recommendations of candidates in rank order
- Signed search committee ballot
- Signed RTP committee ballot (only for tenure and/or advanced rank)
- Recruitment Report
- An original signed SC-1 Form (Statement of Professional Preparation and Experience)
- Applicant's letter of application/interest
- Applicant's vitae
- Transcripts for terminal degree (original) or waiver form
- 3 recent letters of recommendation
- An original signed Release Authorizing Background Reference Check form

- Announcement of Position Availability
- Print and web copies of the Job Advertisement
- List of all applicants
- Finalist Interview Evaluation(s)
- Curriculum Vitae for each Finalist(s) Interviewed
- Signed Committee Confidentiality Form

8.2.2 From the college dean’s office, appointment packets are to be sent to the AVP/FA for review. If the appointment documents are complete, the AVP/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.

8.2.3 If the appointment is proposed with tenure, the AVP/FA will consult with the President for final approval (per section 13.16 of the Agreement), but only after all the requirements of the recruitment process and the requirements stated in S15-6 have been met.

8.3 Making the official offer. The AVP/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 the AVP/FA on behalf of the Provost. 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 the AVP/FA’s 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.

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

8.4.1 The dean’s office must forward the original signed contract letter to the AVP/FA. This should be done promptly as it triggers a welcome letter from the Provost with an invitation to orientation activities from the Center for Faculty Development. Also, this will allow the Faculty Affairs staff to forward appropriate documents to Human Resources for PeopleSoft input.

8.4.2 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 of Faculty Affairs if you have any questions about communications from candidates who were not offered the**

position.

8.5 An 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 the Office of Faculty Affairs by the department. The Office of Faculty Affairs 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.

Appendix A

San José State University

San José, California

ANNOUNCEMENT OF POSITION AVAILABILITY

Subject to Budgetary Approval

Specialization:

Job Opening ID (JOID):

Rank:

Qualifications:

[Terminal degree requirement goes here]

Applicants should demonstrate awareness of and sensitivity to educational goals of a multicultural population as might have been gained in cross-cultural study, training, teaching, and other comparable experience.

Responsibilities:

Candidate must address the needs of a student population of great diversity – in age, cultural background, ethnicity, primary language, and academic preparation – through course materials, teaching strategies, and advisement.

Salary Range:

Commensurate with qualifications and experience.

Starting Date:

Eligibility:

Employment is contingent upon proof of eligibility to work in the United States.

Application Procedure:

For full consideration, send a letter of application, curriculum vitae, statement of teaching interests/ philosophy, research plans, and at least three original letters of reference with contact information by [DATE] to [Interfolio link created by FA] **Please include Job Opening ID (JOID) on all correspondence.**

[Department Contact Information goes here]

San José State University is California's oldest institution of public higher learning. The campus is located on the southern end of San Francisco Bay in downtown San José (Pop. 1,000,000), hub of the world-famous Silicon Valley high-technology research and development center. Many of California's most popular national, recreational, and cultural attractions are conveniently close. A member of the 23-campus CSU system, San José State University enrolls approximately 35,000 students, a significant percentage of whom are members of minority groups. The University is committed to increasing the

diversity of its faculty so our disciplines, students and the community can benefit from multiple ethnic and gender perspectives.

San José State University is an Affirmative Action/Equal Opportunity Employer. We consider qualified applicants for employment without regard to race, color, religion, national origin, age, gender, gender identity/expression, sexual orientation, genetic information, medical condition, marital status, veteran status, or disability. This policy applies to all San José State University students, faculty, and staff as well as University programs and activities. Reasonable accommodations are made for applicants with disabilities who self-disclose. Note that all San José State University employees are considered mandated reporters under the California Child Abuse and Neglect Reporting Act and are required to comply with the requirements set forth in CSU Executive Order 1083 as a condition of employment.

A background check, including criminal records check, is required before employment in the CSU. Failure to satisfactorily complete a background check, including criminal records check, may result in an offer of employment being rescinded.

The latest San José State University Safety 101 Uniform Campus Crime and Security Report is available. You may request a copy of San José State University's annual safety report by contacting the University Police Department at (408) 924-2222 or by visiting the [University Police Department](http://www.sjsu.edu/police) website at (<http://www.sjsu.edu/police>.)

Appendix B

Diversity Resources

<http://diverseeducation.com/top100/GraduateDegreeProducers2014.php>

<http://www.ihep.org/programs/the-alliance.cfm>

ALLIANCE FOR EQUITY IN HIGHER EDUCATION

The Alliance for Equity in Higher Education is a policy-based coalition comprised of the [American Indian Higher Education Consortium \(AIHEC\)](#), [the Hispanic Association of Colleges and Universities \(HACU\)](#), and [the National Association for Equal Opportunity in Higher Education \(NAFEO\)](#).

<http://www.aapd.com/>

AMERICAN ASSOCIATION OF PEOPLE WITH DISABILITIES

AAPD is the largest nonprofit, nonpartisan, cross-disability organization in the United States. Among the organization's purposes are furthering the productivity, independence, full citizenship, and total integration of people with disabilities into all aspects of society. AAPD publishes a quarterly newsletter.

www.aaup.org

AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

A website for the national association who assists in assuring the freedom and standards of teaching in higher education. Very interested in diversity and equal opportunity, the website has listings of committees devoted to underrepresented faculty issues, articles and news on diversifying campuses.

www.aauw.org

AMERICAN ASSOCIATION OF UNIVERSITY WOMEN

A membership based society promoting equal education for women and girls and professional educators. They do have links to other related sites including several that contain job postings, databases and other career related resources. There is advertising available in the AAUW publications, information given on their website. Posting on their website page, Jobmarket, in the Marketplace section is also an option.

www.acenet.edu/AM/Template.cfm?Section=OWHE

AMERICAN COUNCIL ON EDUCATION'S OFFICE OF WOMEN IN HIGHER EDUCATION

The Office of Women in Higher Education (OWHE) provides information and counsel to many constituencies within the higher education community concerning policies, issues, and strategies that affect women's education and advancement.

www.diversityweb.org/

ASSOCIATION OF AMERICAN COLLEGES AND UNIVERSITIES

This AACU site offers an "interactive hub" for those in post secondary education institutes looking for diversifying their faculties and students or who want diversity information. Provides a Resources/links list of organizations interested in promoting diversity, discussion boards, member profiles, and digest.

www.blackcollegian.com

BLACK COLLEGIAN ONLINE, THE

A career site/online journal targeting minority graduates seeking professional positions. An offshoot of the Black Collegian Magazine.

www.newsreel.org

CALIFORNIA NEWSREEL

Offers a variety of diversity training videos, including Ethnic Notions: Black People in White Minds, the 58-minute video which provides a historical examination of racial stereotypes, with scholarly commentary to explain how these images have been used to fuel anti-black prejudice and justify black oppression; "a disturbing voyage through American history."

www.careersnow-online.com/

CAREERS NOW ONLINE

CareersNow-Online.com currently publishes three diversity on-line job journals; Hispanic Hotline, Black Careers Now and Asian Pacific Careers.

www.acenet.edu/AM/Template.cfm?Section=CAREE

CENTER FOR ADVANCEMENT OF RACIAL AND ETHNIC EQUITY (CAREE) supervises ACE's Minority Initiative, which was launched in 1981 in response to declining rates of minority participation in higher education. Through such publications as the [Minorities in Higher Education 2010, 24th Annual Status Report \(2011\)](#) and others, CAREE has become one of the nation's major sources of information on the educational status of minorities, exemplary programs aimed at improving the campus climate for persons of color, and the challenges faced by academe in its efforts to continue to increase participation rates and degree attainment by U.S. ethnic minorities.

www.cic.uiuc.edu

COMMITTEE FOR INSTITUTIONAL COOPERATION

A Midwest consortium of universities that promotes programs and activities throughout the University system. Encourages collaboration between colleges. Site has a directory of Minority Ph.D., MFA, and MLS recipients who wish to increase their professional opportunities as well as offering a recruitment source for the universities. Committee also uses Senior Diversity Officers connecting through conferences/forums linking campuses in sharing tips on diversity.

<http://nrc58.nas.edu/FordFellowDirect/Main/Main.aspx>

DIRECTORY OF FORD FELLOWS

An online directory of those minority postdoctoral fellowship recipients awarded since 1980.

www.diverseeducation.com

DIVERSE: ISSUES IN HIGHER EDUCATION (FORMERLY BLACK ISSUES IN HIGHER EDUCATION)

An academic print and online journal that is directed towards minorities in academia, both faculty, student and administrative. It publishes positions in postsecondary institutions both on-line and in print.

www.diversityinc.com/

DIVERSITY, INC.

Diversity Inc.'s editorial mission is to provide education and clarity on the business benefits of diversity.

www.diversitycentral.com

DIVERSITY CENTRAL

The online site for the Cultural Diversity at Work newsletter and related resources.

<http://diversityjobs.com/>

DIVERSITY JOBS

LatPro created this job site in 2006 to provide employment opportunities for the broader diversity community.

www.diversityjournal.com/

DIVERSITY JOURNAL

Forum for business diversity. Publishes [Profiles in Diversity Journal](#) six times/year since 1999.

www.diversityresources.com/

DIVERSITY RESOURCES

Information and training materials about diversity in the workforce.

www.diversitysearch.com

DIVERSITY SEARCH

Career development and job search site, with searchable database with extensive links.

www.eop.com/

EQUAL OPPORTUNITY PUBLICATION, INC.

Publishers of *Equal Opportunity*, *Woman Engineer*, *Minority Engineer*, *CAREERS & the disABLED* and *WD-Workforce Diversity*, career magazines for affirmative action and workforce diversity.

www.hacu.net/

HISPANIC ASSOCIATION OF COLLEGES AND UNIVERSITIES

HACU represents 450 Colleges and Universities in the U.S., Puerto Rico, Latin America, Spain and Portugal. Although member institutions in the U.S. represent less than 10% of all higher education institutions nationwide, together they are home to more than two-thirds of all Hispanic college students. HACU is the only national educational association that represents Hispanic-Serving Institutions (HSIs). Useful for creating outreach and contacts links with institutions that educate a higher percentage of

minority students. Those institutions that do not qualify as members may join the organization as partners in the goal of advancement of education for Hispanic students.

www.hispanicoutlook.com

HISPANIC OUTLOOK IN HIGHER EDUCATION

The sole Hispanic journal for today's college campuses. The website and journal reach a broad cultural audience of educators, students, administrators, student services, community-based organizations plus corporations. Includes tips, articles, advertisement, etc.

<http://www.ptsem.edu/hti/>

HISPANIC THEOLOGICAL INITIATIVE

An organization that runs programs, networking and resource development for Hispanic scholars in order to increase their numbers in seminary and universities. Useful towards the goal of faculty recruitment is the HIT placement service that connects these students with access to employers and the employers with the students.

<http://jobs.hbcuconnect.com/>

ABOUT HBCUCAREERCENTER.COM

Dedicated to serving the Students and Alumni of [Historically Black Colleges & Universities](#), HBCUCareerCenter.com delivers the Internet's largest job collection specifically for HBCU Students and Graduates, all direct from the hiring companies and organizations that recruit HBCU talent. Using creative web development techniques, and input from leading [Human Resources](#) executives, the site brings to the web the most effective system for connecting HBCU talent with the employers that seek to recruit them.

www.h-net.org/jobs

H-NET JOB GUIDE

A free website service (posting) and resource for those seeking employment/employees in the History and the Humanities, the Social Sciences, and Rhetoric and Composition.

www.imdiversity.com

IMDIVERSITY.COM

This site is concerned with "connecting America's employers with multicultural job seekers." Provides access to open jobs via the Internet that are offered by the Employer members. To post a job, see "for employers."

<http://www.insightintodiversity.com/>

INSIGHT INTO DIVERSITY (FORMERLY AFFIRMATIVE ACTION REGISTER)

An online representation of the printed publication that advertises institutional, academic, professional, etc. jobs looking for qualified candidates especially in under represented population groups. No added charge for online ad when purchasing ads in the journal.

<http://justjobs.com/>

JUSTJOBS

In 2009, LatPro launched [JustJobs.com](#), a family of job search engines which includes diversity sites for [Asian Americans](#), [Hispanics](#), [veterans](#), the [disabled](#) and members of the [LGBT community](#).

www.latpro.com

LATPRO.COM

LatPro created the first Hispanic / Latino and bilingual professional employment web site in 1997 and has deepened its market leadership every year with consistent innovation and [recognition](#). Today, LatPro is by far the largest diversity employment web site in the United States and is the leading source for Spanish/English and Portuguese/English bilinguals throughout the Americas. LatPro has recently created two additional jobs websites, titled <http://diversityjobs.com/> and <http://justjobs.com/>.

www.gardenswartzrowe.com/booklist.html

MANAGING DIVERSITY: A COMPLETE DESK REFERENCE AND PLANNING GUIDE BY LEE GARDENSWARTZ AND ANITA ROWE

The latest edition of the guide (which first appeared in 1992) reflects the rapidly changing demography of the American workforce. A blend of theory and practice, the guide offers approximately 100 charts, checklists, suggested activities, worksheets, systems audits, exercises, sample interview questions, and tip sheets to promote systemic diversity implementation. The authors show how to recruit, retain, mentor, and promote diverse employees to eliminate high turnover rates and build cohesive, productive, cross-cultural work teams.

www.mwdd.com

MINORITY AND WOMEN DOCTORAL DIRECTORY

A minority registry of doctoral/master's degree (or soon-to-be) recipients entering the job market. MWDD maintains up-to-date information on employment candidates from approximately two hundred major research universities in the United States. The current edition of the Directory lists approximately 4,900 Black, Hispanic, American Indian, Asian American, and women students in nearly 80 fields in the sciences, engineering, the social sciences and the humanities. Offers up-to-date contacts with these students as well as other pertinent information.

<http://www.depauw.edu/admin/acadaffairs/cfd/index.asp>

CONSORTIUM FOR FACULTY DIVERSITY IN LIBERAL ARTS COLLEGES

This site is organized by over 40 different liberal arts colleges. It offers a one-year fellowship for minority post/pre doctoral students with an equivalent entry level instructors salary. Scholars receive mentoring and are required to teach and conduct research. The early goals of the Consortium with regard to faculty diversity included encouraging U.S. citizens who are members of under-represented minority groups to complete their graduate programs and to consider faculty employment in liberal arts colleges. The Consortium now invites applications for dissertation fellowships and post-doctoral fellowships from those who are U.S. citizens or permanent residents who will contribute to increasing the diversity of member colleges by increasing their ethnic and racial diversity, maximizing the educational benefits of diversity and/or increasing the number of professors who can and will use diversity as a resource for enriching the education of students.

www.multiculturaladvantage.com

THE MULTICULTURAL ADVANTAGE

An online community for people of color with extensive links to information resources for career and recruitment, healthy living, family unity, life long learning and more. It also maintains a job bank.

www.nafeo.org

NATIONAL ASSOCIATION FOR EQUAL OPPORTUNITY IN HIGHER EDUCATION

An organization associated with Black Colleges and Universities, this organization promotes the advancement of minority students and minority educators and their issues. Their website offers job posting online and a Career Fair page where the postings are viewed along with other information.

www.nbmbaa.org/

NATIONAL BLACK MBA ASSOCIATION, INC. EMPLOYMENT NETWORK HOTLINE

The NBMBAA is a non-profit organization of minority MBA's, business professionals, business students and entrepreneurs in both the private and public sectors throughout the country. Members share a commitment to education and business-the two keys to the economic development of the African American community. Advertisements will be electronically posted, and listings are sent to all chapters for distribution to members. Job postings are viewable online for 30 days.

www.naaap.org/

NATIONAL ASSOCIATION OF ASIAN AMERICAN PROFESSIONALS

The NAAAP Vision provides a broad range of Asian American professional and educational services that meets the needs of individuals, corporations and government through the efforts, experiences, talents and dedication of our volunteers.

www.nmci.org/

NATIONAL MULTICULTURAL INSTITUTE

The National MultiCultural Institute (NMCI) was founded in 1983 to increase communication, understanding and respect among people of different racial, ethnic and cultural backgrounds, and to provide a forum for discussion of the critical issues of multiculturalism facing our society. The web site includes program and services information (including diversity training and consulting services), job and internship opportunities, and a catalog of publications.

www.nod.org/

NATIONAL ORGANIZATION ON DISABILITY

The National Organization on Disability was founded in 1982 at the conclusion of the United Nations International Year of Disabled Persons. As well as providing information on the organization and their programs, this site includes Frequently Asked Questions, an ADA Fact Sheet, Employment Resources, and lists of publications, press releases, contact information and links to related sites.

<http://www.nsbe.org/>

NATIONAL SOCIETY OF BLACK ENGINEERS

The National Society of Black Engineers (NSBE) with more than 31,000 members is the largest student-managed organization in the country. NSBE's mission is to increase the number of culturally responsible Black engineers who excel academically, succeed

professionally and positively impact the community. The organization stimulates and develops student interest in the various engineering disciplines and to encourage and advise minority youth in their pursuit of an engineering career.

www.nul.org

NATIONAL URBAN LEAGUE

One of the oldest national organizations promoting the advancement of African Americans. The website offers a career center where jobs may be posted and viewed.

www.nebhe.org/diversity_programs.html

THE NEW ENGLAND BOARD OF HIGHER EDUCATION EXCELLENCE THROUGH DIVERSITY INITIATIVE

This organization encourages recruitment and retention of minority students and future faculty. Of particular interest is their Doctoral Scholars Program – supporting scholars getting their graduate degree and publishes an annual directory of doctoral students who are interested in postsecondary teaching.

www.dol.gov/odep/index.htm

OFFICE OF DISABILITY EMPLOYMENT POLICY

In the FY 2001 budget, Congress approved a new Office of Disability Employment Policy for the Department of Labor. Programs and staff of the former President's Committee on Employment of People with Disabilities have been integrated in this new office. The mission of ODEP will be to bring a heightened and permanent long-term focus to the goal of increasing employment of persons with disabilities.

www.preparing-faculty.org

PREPARING FUTURE FACULTY

A cooperative program involving 45 doctoral institutions and other partners interested in the promotion of doctoral students pursuing faculty positions. They offer a free listserv, where job positions can be posted, (see PFF Job Listserv) and sent to doctoral student in the PFF program.

www.progayjobs.com

PROGAY JOBS

This is an easy to navigate site designed to help the gay and lesbian job seeker or consultant find the perfect positive work environment with a company committed to diversity.

www.sacnas.org/

SOCIETY FOR ADVANCEMENT OF CHICANOS AND NATIVE AMERICANS IN SCIENCE (SACNAS)

The Society for Advancement of Chicanos and Native Americans in Science (SACNAS) has drawn its ranks primarily from science professors. The encouragement of Chicano, Latino, and Native American students to pursue graduate studies in the fields of research and science teaching has become the society's mission. The SACNAS Web site features employment listings and other recruitment resources.

<http://societyofwomenengineers.swe.org/>

SOCIETY OF WOMEN ENGINEERS

The Society of Women Engineers (SWE) encourages women to achieve full potential in careers as engineers and leaders, expands the image of the engineering profession as a positive force in improving the quality of life, and demonstrates the value of diversity. Its bimonthly magazine publishes openings for faculty positions in higher education as well in a variety of industries. The Society maintains a mailing list for electronic job postings. Individual members, as well as companies, are encouraged to post their available jobs. The service is free.

http://www.sreb.org/page/1074/doctoral_scholars.html

SOUTHERN REGIONAL EDUCATION BOARD'S DOCTORAL SCHOLARS PROGRAM, THE

The organization seeks to encourage more minority students to get advance degrees and then interest them in seeking faculty positions. Offers financial aid, teaching/mentor opportunity, networking and has a career/job links.

www.nativejobs.com

TRIBAL EMPLOYMENT NEWSLETTER, THE

This site provides a nationwide job bank directed at Native American Indians looking for employment. Also publishes the Tribal Employment Newsletter to help increase the effectiveness for advertising institutions diversity recruiting. For a fee, institutions can post ads, banners, etc. with job vacancies.

www.universityjobs.com

UNIVERSITY JOB BANK

Website devoted to connecting career resources and opportunities with those looking for employment. Positions may be posted for a one-time fee, or a yearly fee. There are several categories to post under, faculty, staff/administrative, executive, postdoctoral and others.

www.inform.umd.edu/EdRes/Topic/Diversity/

THE UNIVERSITY OF MARYLAND'S DIVERSITY DATABASE

A comprehensive index of multicultural and diversity resources. Includes resources for faculty and sample syllabi.

www.wihe.com

WOMEN IN HIGHER EDUCATION

A monthly news journal concerning women's issues on campuses. Reaches 12000 readers. Includes a career link for job posting (including online).

Appendix C

Sample of a Paper Screening Form for Faculty Recruitment

Applicant Name: _____

Application materials reviewed (check/identify all that reviewed):

- _____ Letter of Application
- _____ Curriculum Vitae
- _____ Letter of Reference
- _____ Teaching Interests/Philosophy/Research Plans
- _____ Other (please list):

<u>QUALIFICATIONS</u> (Identify all listed on the position description as either required or preferred – see below)	<u>RATING FOR EACH QUALIFICATION</u> • Yes - evident that applicant meets criterion • No - evident that applicant does <u>not</u> meet criterion • ? - unable to determine from materials submitted (Identify what is making this unable to be determined)	<u>COMMENTS</u>
REQUIRED OR MINIMUM QUALIFICATIONS		
Education (Specify degree and fields)		
Teaching Experience (Specify amount and type)		
Research Experience (specify amount and area)		
Communication and Organizational Skills		
Licenses, Certifications		
Clinical Experience (if applicable)		
Technical Knowledge		
PREFERRED OR DESIRABLE QUALIFICATIONS		
Education (Specify degrees and field)		

Experience (Specify amount and type)		
Progressive Level of Decision Making and Responsibilities		

Committee Member's (Printed) Name: _____

Committee Member's Signature: _____

Date: _____

Appendix D

EMPLOYMENT INQUIRIES

ACCEPTABLE	SUBJECT	UNACCEPTABLE
Name	NAME	<ul style="list-style-type: none"> • Maiden name
Place of residence	RESIDENCE	<ul style="list-style-type: none"> • Questions regarding owning or renting.
Statements that hire is subject to verification that applicants meet legal age requirements.	AGE	<ul style="list-style-type: none"> • Age • Birth date • Date of attendance/completion of school • Questions which tend to identify applicants over 40
Statements/inquiries regarding verification of legal right to work in the United States.	BIRTHPLACE, CITIZENSHIP	<ul style="list-style-type: none"> • Birthplace of applicant or applicant's parents, spouse or other relatives. • Requirements that applicant produce naturalization or alien card prior too employment.
Languages applicant reads, speaks or writes if use of language other than English is relevant to the job for which applicant is applying.	NATIONAL ORIGIN	<ul style="list-style-type: none"> • Questions as to nationality, lineage, ancestry, national origin, descent or parentage of applicant, applicant's spouse, parent or relative.
Statement by employer of regular days, hours, or shifts to be worked.	RELIGION	<ul style="list-style-type: none"> • Questions regarding applicant's religion. • Religious days observed.
Name and address of parent or guardian if applicant is a minor. Statement of company policy regarding work assignment of employees who are related.	SEX, MARITAL STATUS, FAMILY	<ul style="list-style-type: none"> • Questions to indicate applicant's sex, marital status, number/ages of children or dependents. • Questions regarding pregnancy, child birth, or birth control • Name/address of relative, spouse or children of adult applicant.
	RACE, COLOR, SEXUAL ORIENTATION	<ul style="list-style-type: none"> • Questions to applicant's race, color, or sexual orientation. • Questions regarding applicant's complexion, color of eyes, hair or sexual orientation.
	CREDIT REPORT	<ul style="list-style-type: none"> • Any report which would indicate information which is otherwise illegal to ask, e.g., marital status, age, residency, etc..
Statement that a photograph may be required after employment.	PHYSICAL DESCRIPTION, PHOTOGRAPHS, FINGERPRINTS	<ul style="list-style-type: none"> • Questions as to applicant's height/weight. • Requiring applicant to affix a photograph to application or submit one at his/her option. • Require a photograph after interview but before employment.
Employer may inquire if applicant can perform job-related functions. Statement that employment offer may be made contingent upon passing a job-related mental/physical examination.	MENTAL/PHYSICAL DISABILITY, MENTAL CONDITION (APPLICANTS)	<ul style="list-style-type: none"> • Any inquiry into the applicant's general health, medical condition, or mental/physical disability. • Requiring a psychological/medical examination of any applicant.

A medical/psychological examination/inquiry may be made as long as the examination/inquiry is job-related and consistent with business necessity and all applicants for the same job classification are subject to the same examination/inquiry.	MENTAL/PHYSICAL DISABILITY, MEDICAL CONDITION (POST- OFFER/PRE-EMPLOYMENT)	<ul style="list-style-type: none"> Any inquiry into the applicant's general health, medical condition, or physical/mental disability, if not job-related and consistent with business necessity.
A medical/psychological examination/inquiry may be made as long as the examination is job-related and consistent with business necessity.	MENTAL/PHYSICAL DISABILITY, MEDICAL CONDITION (EMPLOYEES)	<ul style="list-style-type: none"> Any inquiry into the employee's general health, medical condition, or mental/physical disability, if not job-related and consistent with business necessity.
Job-related questions about convictions, except those convictions which have been sealed, or expunged, or statutorily eradicated.	ARREST, CRIMINAL RECORD	<ul style="list-style-type: none"> General questions regarding arrest record.
Questions regarding relevant skills acquired during U.S. military service.	MILITARY SERVICE	<ul style="list-style-type: none"> General questions regarding military service such as dates/type of discharge. Questions regarding service in a foreign military.
Requesting lists of job-related organizations, clubs or professional societies omitting indications of protected bases.	ORGANIZATIONS, ACTIVITIES	<ul style="list-style-type: none"> General questions regarding organizations, clubs, societies and lodges.
Name of persons willing to provide professional and/or character references for applicant.	REFERENCES	<ul style="list-style-type: none"> Questions of applicant's former employers or acquaintances which elicit information specifying applicant's race, etc.
Name and address of person to be notified in case of accident or emergency.	NOTICE IN CASE OF EMERGENCY	<ul style="list-style-type: none"> Name, address, and relationship of relative to be notified in case of accident or emergency.

NOTE: Any inquiry, even though neutral on its face, which has an adverse impact on persons on a basis enumerated in the Fair Employment and Housing Act, is permissible only if it is sufficiently related to an essential job function to warrant its use.

For more information, contact the Department
toll free at: **(800) 884-1684**

Sacramento area & out of state:
(916) 227-0551

TTY Number: **(800) 700-2320**

or visit our Web site at: www.dfeh.ca.gov

This publication can be made available in Braille, large print, computer disk, and tape cassette.

**STATE OF CALIFORNIA
DEPARTMENT OF FAIR EMPLOYMENT & HOUSING
2014 T Street, Suite 210
Sacramento, CA, 95814**



DFEH-161 (8/01)

Appendix E

The California State University
Office of the Chancellor
400 Golden Shore
Long Beach, CA 90802-4275
(310) 985-2744

Code: HR 94-29

Date: October 14, 1994
Supercedes FSA 80-30 &
HR 92-03, Section 1

To: Presidents

From: June Cooper
Vice Chancellor
Human Resources and Operations

Bruce Richardson
Deputy General Counsel
Office of General Counsel

Subject: **EMPLOYMENT POLICY**

The Immigration Reform and Control Act of 1986 (P.L. 99-603) (IRCA) prohibits employers including The California State University (CSU) from knowingly hiring any individual not authorized to work in the United States and from knowingly continuing to employ any individual who is not authorized to work in the United States¹. This memorandum sets forth the employment policy of the CSU in light of the passage of IRCA. **This policy applies to both United States citizens and noncitizens.**

Statement of Policy

Generally, it is the policy of the CSU to **consider** for employment all individuals, both United States citizens and noncitizens, whether or not at the time of application they are authorized to work in the United States. IRCA dictates that the CSU **employ** only those individuals who are authorized to work in the United States.

(over)

¹Persons hired by the CSU before November 7, 1986, who have been continuously employed by the CSU since that date are exempt, even if it is known that they lack employment authorization.

Distribution:

Vice Presidents, Academic Affairs
Associate Vice Presidents/Deans, Faculty Affairs
Vice Presidents, Administration
Business Managers
Personnel Officers
University Advancement Directors

Budget Officers
Payroll Supervisors
Affirmative Action Officers
Employee Relations Designees
Chancellor's Office Staff
General Counsel

This general policy to consider all individuals allows a campus to obtain work authorization for an individual who does not have authorization to work in the United States and then employ that individual once work authorization has been obtained. However, after the decision to hire and an offer of employment has been made, this policy does not obligate a campus to obtain work authorization for an individual who lacks work authorization.

There is one exception to the general policy. This exception allows a campus to elect to consider for employment for a particular position only those individuals who already have work authorization. To elect to use this exception, the campus must decide prior to initiating recruitment for the position that it wishes to consider for that position only those individuals who already have work authorization. Under this exception, a campus would be prohibited from selecting an individual for whom work authorization must be obtained.

Recruitment

In addition to employer verification and sanctions provisions, IRCA provides anti-discrimination protection for workers and job applicants. With respect to recruitment, IRCA's two main anti-discrimination provisions are citizenship status discrimination and national origin discrimination. Accordingly, **prior to** making a hiring decision and an offer of employment, only the following two questions may be asked of a job applicant:

1. Are you currently authorized to work in the U.S.?
2. If you are not currently authorized to work in the U.S., please state your current immigration status.

With the exception of a job applicant for a public safety officer position,² a job applicant may not be questioned as to whether he or she is a United States citizen **prior to** making a hiring decision and an offer of employment. Additionally, if a job applicant answers "yes" to Question No. 1 above, the job applicant may **not** be questioned regarding his or her work authorization **prior to** making a hiring decision and an offer of employment. Under the general policy, if a job applicant answers "no" to Question No. 1, a campus may not refuse to consider that applicant for the position based solely on the applicant's response to that question. If the recruitment is being conducted pursuant to the exception to the general policy, for that recruitment only, a campus must refuse to consider all applicants who answer "no" to Question No. 1.

Time-Limited Employment Authorization

A noncitizen may present an employment authorization document which is time-limited. Noncitizens with time-limited employment authorization may be rejected if the following criteria exist:

1. The noncitizen is **not** a permanent resident, a temporary resident, an applicant for temporary residence, a refugee or an asylee; **and**
2. The campus decides that the limited period of employment authorization creates insufficient security to justify hiring of the noncitizen.

Noncitizens who fall into any of the following categories may not be rejected for employment solely based on the noncitizen having time-limited employment authorization no matter how short a period of authorization: permanent resident; a temporary resident; an applicant for temporary residence; a refugee; or an asylee.

Public Safety Officers

California Government Code Section 1031 provides that a public safety officer must either be a United States citizen or a permanent resident noncitizen who is eligible for and has applied for United States citizenship. Accordingly, questions regarding citizenship may be asked of applicants for a public safety officer position.

Employment Applications

Application forms currently used by campuses must be revised in order to include Question Nos. 1 and 2 above **and** to delete questions which violate the various anti-discrimination laws. Examples of questions which must be deleted are:

Are you a United States citizen?

Do you have the right to remain and work permanently in the United States?

Do you have the legal right to work in the United States?

Do you have resident alien (immigrant) status?

Do you have a visa that permits you to work in the United States?

Are you prevented from lawfully becoming employed in this country because of visa or immigration status?

Noncitizens - Nature of Appointment

With the exception of a noncitizen who holds a J-1 visa, all noncitizens who present a valid work authorization may be employed in other than a temporary appointment.³ For example, an individual holding an H-1 visa may be employed in a faculty tenure-track position and may even be granted tenure. A waiver to employ such a noncitizen who does not have permanent residence status in other than a temporary appointment is no longer required. However, if the work authorization for an individual expires and subsequent work authorization has not been obtained, the individual's employment **must** be terminated regardless of whether the individual has been granted permanent status or tenure. A noncitizen employee may not be required to obtain permanent residence status from the Immigration and Naturalization Service as a condition of employment or as a condition of being granted tenure or permanent status. Such a requirement violates various anti-discrimination laws.

Oath of Allegiance/Declaration of Permission to Work

Standard Form 689 of the State of California must be completed by all employees. Employees who are United States citizens must sign the Oath of Allegiance contained in Section 1 of that form. Instead of the Oath of Allegiance, employees who are noncitizens must sign the Declaration of Permission to Work contained in Section 2 of that form.

Questions and/or Assistance

If you have any questions regarding the content of this memorandum or if you need assistance in obtaining work authorization for an individual, please contact Linda S. MacAllister, University Counsel, in the Office of General Counsel, at (310) 985-2913.

JMC:dd

³Under federal law, a noncitizen holding a J-1 visa is prohibited from being a candidate for a tenure-track position.

Appendix F



SAN JOSÉ STATE
UNIVERSITY

Office of Faculty Affairs

One Washington Square, San José, California 95192-0021 PH (408) 924-2450 Fax (408) 924-2425

TO: Interviewees for Tenure-Track Positions:

FROM: Elna C. Green

Associate Vice President for Faculty Affairs

Thank you for visiting San José State University to explore the possibility of a position on our faculty. We realize campuses have very different recruitment and hiring procedures. For the sake of clarity, let me explain what will be happening next in our selection process.

After the on-campus interviews have been completed, the Department recruitment committee will meet to review all the candidates and make its hiring recommendation to the dean. At that time, you may be contacted by a representative of the Department or by the Dean to discuss your interest in the position. However, neither the Department nor the Dean may make a formal offer until the recruitment report has been reviewed by the University.

Only after approval of that recruitment report may an authorized offer in the form of a letter of appointment by the Dean be sent to the person being offered a position. Please understand that no matter what statements may have been made to your or to other candidates, only a letter of appointment constitutes an offer by the University. It is not advisable to withdraw from consideration elsewhere, resign your position, or make other significant professional decisions until you have received a letter of appointment and signed a letter of acceptance.

As you can see, there are a number of steps involved in the process that may take some time. We appreciate your patience. If you are working within deadlines for other decisions, please feel free to get in touch with the Department Chair or School Director. We will make every effort to keep you informed about the status of the search within the constraints of confidentiality imposed on us.

Again, thank you for your interest in the faculty position here at San José State. If at the conclusion of the search you join our faculty, I look forward to welcoming you personally to the University. If not, I wish you well in your career and hope that you have enjoyed visiting our campus and meeting our faculty and students.

Appendix G

DEPT NAME:

CANDIDATE NAME:

JOID:

SAN JOSÉ STATE UNIVERSITY ♦ OFFICE OF FACULTY AFFAIRS

CHECKLIST OF REQUIRED DOCUMENTATION FOR *Probationary or Tenured Faculty Appointment*

Please attach a copy of this checklist to each appointment packet. Additional copies of this form, as well as other Faculty Affairs forms, may be downloaded from the Office of [Faculty Affairs Forms Webpage](#). If you have questions or need further assistance please contact the Office of Faculty Affairs at (408) 924-2450.

Items Required at Time of Request for Approval of Offer:
<input type="checkbox"/> Dean's Draft Letter of Appointment (Offer Letter-email soft copy to AVP/FA)
<input type="checkbox"/> Cover memo with recommendations of candidates in rank order
<input type="checkbox"/> Recruitment Report
<input type="checkbox"/> SC-1 (Statement of Professional Preparation & Experience)
<input type="checkbox"/> Letter of Interest / Application
<input type="checkbox"/> Curriculum Vitae (CV)
<input type="checkbox"/> Three (3) recent, original letters of recommendation
<input type="checkbox"/> Release Authorizing Background Reference Check
<input type="checkbox"/> Announcement of Position Availability
<input type="checkbox"/> Copy of National Publication/Journal where position was advertised*
<input type="checkbox"/> List of all applicants
<input type="checkbox"/> Finalist Evaluations
<input type="checkbox"/> Curriculum Vitae (CV) of each finalist interviewed
<input type="checkbox"/> Recruitment Committee Confidentiality Form
Items Required at Time of Final Offer Accepted:
<input type="checkbox"/> Dean's Final Accepted Letter of Appointment (Offer Letter)
<input type="checkbox"/> Original Transcripts for Terminal Degree OR Appointment Waiver Request
Additional documents are required for those faculty requiring an H-1B Visa , please contact the Office of Faculty Affairs (see: Contact)

- . Do not forward the packet until all the items on the checklist have been collected.
- . Submitting an incomplete packet will result in a **HOLD** on the process and delay payments.
- . ALL ORIGINAL documents will be placed in the **PERSONNEL ACTION FILE** kept in the Office of Faculty Affairs.

It is crucial to post an ad in a national publication/journal, for those recruited tenure-track faculty who will need assistance requesting an H-1B Visa petition. This advertisement may be either in print or in electronic format. To comply, these three specific conditions must be followed:

- (1) the electronic or web-based journal's job listings must be viewable to the public without payment of subscription and/or membership charges by the viewing public;
- (2) the advertisement for the job opportunity for which certification is sought must be posted for at least 30 calendar days on the journal's website;
- (3) documentation of the placement of an advertisement in an electronic or web-based national professional journal must include evidence of the start and end dates of the advertisement placement and the text of the advertisement.

If / when such faculty apply for United States permanent residency, the United States Citizenship and Immigration Services will request a copy of the national publication advertisement(s) showing job title, educational requirements and responsibilities.

A receipt for the placement of the ad is not acceptable.

IMPORTANT REMINDER

New or returning faculty who have had a lapse in service of one year or more are required to complete HR sign-ins in order to receive a paycheck. Please direct employee to Human Resources (HR) which is located on the 3rd Floor of the University Police Department (UPD) building (E. San Salvador and S. 7th St). HR may be reached at [408-924-2250](tel:408-924-2250).

Comments

Departmental Contact Person _____

Dean's Office Contact Person _____

Appendix H

Recruitment Committee Election Report 2017-2018

Instructions: Please list the name, rank, and status for each member elected to the department recruitment committee. Submit to Marisela Villarreal in Faculty Affairs. If the membership changes for any reason, you must notify the AVP of Faculty Affairs immediately.

Department: _____ Position (or JOID if known): _____

Date of election: _____ Was secret ballot used as required? _____

Membership of committee:

Name	Rank	Probationary?	FERP?
1. _____	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____
4. _____	_____	_____	_____
5. _____	_____	_____	_____

[add lines here if necessary]

Signed _____
Department chair

date

Appendix I

Prop 209 Do's and Don'ts

Prop 209 is California state law. “The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting.”

What we can do:

- **Advertise in diversity-oriented venues.**
- **Conduct outreach intended to encourage applications from underrepresented and minority candidates.**
- **State our commitment to diversity and inclusive excellence in our advertising.**
- **Gather demographic data on applicants and employees in order to assess the effectiveness of our diversity activities.**

What we cannot do:

- **Include a candidate in the pool because of their sex, race, or ethnicity.**
- **Tell a candidate we are interested in them because of their sex, race, or ethnicity.**
- **Hire a candidate because of their sex, race, or ethnicity.**
- **Set quotas of any kind for hires.**
- **Conduct “target of opportunity” hires.**
- **Give extra benefits (course reductions, travel money, start-up funds) based on sex, race, or ethnicity.**

Appendix J

Search Committee Final Ranking Report

Instructions: List the names of the finalists in rank order as determined by the committee vote. Record the number of votes received. All committee members must sign and date. Submit with Recruitment Report.

Department: _____ JOID #: _____

1st choice: _____

Number of votes for: ____ votes against: ____ absent: ____

2nd choice: _____

Number of votes for: ____ votes against: ____ absent: ____

3rd choice: _____

Number of votes for: ____ votes against: ____ absent: ____

[add more lines if necessary]

Signed by all members of committee:

Name printed

Signed

[add more lines if necessary]