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Procedures for recruiting tenure-track faculty in AY 20-21 for start date in AY 21-22.

This guide has been updated with references to the new CHRS system. CHRS is also referred to as PageUP. The terms CHRS and PageUp are used interchangeably.

Chairs/Directors and the staff in their department and college who will help manage faculty recruitment must complete CHRS training prior to using the new platform.

User Guides from CHRS training can be found here, and are referred to in the steps below.

Academic Department Governance information can be found here.

Please refer to your college process for faculty recruitment.

Steps for Tenured/Tenure-Track Recruitment

1. Form a Recruitment Committee

Refer to **Section C**, for details regarding the formation of a search committee.

- Submit a Recruitment Committee Election Report to UP-FA.

2. Prepare a Position Announcement and Advertising and Diversity Outreach Plan

Refer to **Section B** for details regarding advertising and outreach.

- Using the templates, the department Chair must submit a Position Announcement, an abbreviated Announcement *(if outlets require shorter ads)*, and an Advertising and Diversity Outreach Plan to your department or college designee.

  Position Announcement for Tenured/Tenure-Track Faculty Appointment
  Advertising and Outreach Plan

3. Assign or Request a Position Number

- Check Active/Inactive Position List for open position numbers
- Use the Position Management Action Form to request a new position number or update an inactive number.
- Note these position numbers on your shared college Google sheet on the Tenure Track Recruitment tab.

4. Open a Job Card in CHRS

Refer to the **CHRS User Guide: Initiate Recruitments**

- You must have a position number to open a Job Card.
- Attach the Position Announcement and Advertising and Diversity Outreach Plan to the Job Card to the Document tab on the Job Card.

5. Approve Job Card

Refer to the **CHRS User Guide: Approve Job Card**

- After the Job Card is submitted, a requisition number will be created for the job, and will go through an approval process which includes the Chair, Dean, Office of the Provost (Magdalena Barrera), UP-FA (James Lee).

6. Posting the Position

Refer to **Section B** for details on the job post.

- UP-FA will post the position announcement from CHRS to the SJSU Careers Portal where applicants will apply.

- The link to apply will be shared with the chair and dean, where it can be distributed as indicated in your Advertising and Diversity Outreach Plan.

7. Dean charges the Recruitment Committee

Refer to **Section C, number 8** below regarding confidentiality.

- All committee members will read and sign the Recruitment Committee Confidentiality Statement during this meeting.

8. Viewing the applications

Refer to **CHRS User Guide: Manage Recruitments - Faculty**

9. Applicant Pool Report

Refer to **CHRS User Guide: Manage Recruitments - Faculty**
- When the first consideration date or application deadline is reached, **ask Faculty Recruiter to prepare the applicant pool report** by emailing faculty-recruitment@sjsu.edu. The applicant pool report is a spreadsheet listing the applicant name, terminal degree held, institution granting the degree, and where currently employed.

- The applicant pool report will be sent to the Dean. Include your Advertising and Diversity Outreach plan and explain the strategies the committee has employed so far. Copy faculty-recruitment@sjsu.edu.

Once the Dean approves the applicant pool. UP-FA will forward to the Sr. Director, Faculty Affairs and the Chief Diversity Officer.

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

- Upload the approved applicant pool report and outreach plan to the Job Card.

10. Complete Search Details on Job Card

Refer to **CHRS User Guide: Initiate Recruitments**

- If not done earlier, submit a Recruitment Committee Election Report. Refer to number 1 above.
- Chairs/Directors or the analyst/admin who is assisting with the search, should add the search committee members and search criteria on the Job Card.

11. Screening the applications

Refer to **Section D** below for details regarding screening and evaluation.

Refer to the CHRS **User Guide: Screening Applications and Evaluating Interviews - Faculty**

12. Approval of Next Round (Semi-Finalists) Candidate Pools

Refer to Appendix B

13. Phone/Video Interview

The telephone/video interview provides an opportunity to get to know candidates in ways that supplement their paperwork.

14. Final Interview

Refer to **Section E, number 3**

15. Campus Visit

Refer to **Section E, number 5**

16. Evaluation of Finalists

Refer to **Section F** below for details regarding evaluation of finalists and preparing the recruitment report.

17. Preparing the Recruitment Report

Complete the Recruitment Report. Refer to **Section F, number 3** below.

Recruitment Report of Probationary or Full-Time Temporary Appointments

Academic Finalist Interview Evaluation

18. Final Appointment Documents - Appointment Packet

Refer to **Section G** below for details regarding the Final Appointment Documents

Use the Checklist for Tenured/Tenure-Track Faculty Appointment as a guide for preparing the appointment documents. Please note that the checklist has been updated. Review carefully.

19. Offer Letter and Offer Card

Refer to **Section G** below for details regarding the Offer Letter

Refer to CHRS **User Guide: Preparing and Extending the Offer - Faculty**

20. Recruiting Integration and Preparing the Profiles

Refer to **Section G** below for details to prepare the profiles.

Refer to the **CHRS User Guide: Recruiting Integration**

This process creates a POI. Please add the Employee ID to the profiles.

Employee Profile

Section A: Recruitment Request

1. Provost notification to Deans

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

2. Department submits request to recruit to Dean

The Dean will announce the internal deadline for departments to submit recruitment requests to the College--allowing time to review and to meet the Provost's deadline. The Dean will also determine what supporting documents or data should accompany the department's recruitment request. Required data now typically includes the Faculty Hiring Quotient (FHQ) for each department issued annually by Institutional Effectiveness and Analytics (IEA).

3. Dean submits request to recruit to Provost

The Dean will submit the requests via a Google form, provided by the Provost's office. All requests should be submitted at the same time, and each should be ranked. The Provost may set a cap on the number of requests that can be submitted from each College. One form is required for each faculty request.

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

4. Provost notifies Deans of approved recruitments

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

Section B: Advertising the Position

1. University Personnel-Faculty Affairs Responsibility

It is the responsibility of University Personnel-Faculty Affairs (UP-FA), to post the Position Announcement on the SJSU Careers Portal and the CSU Careers website

UP-FA will also advertise in to the standard venues listed below, with the help of Graystone Advertising:

- Cal JOBS
- Careers in Government
- Diversity Jobs
- Government Jobs
- Inside Higher Ed
- Monster
- Recruit Military
- Northern California Higher Education Recruitment Consortium
- The Chronicle of Higher Education

At department request, UP - FA will post additional advertisements with Graystone. The Department will be billed for Graystone's services.

2. Department responsibility

Remember that SJSU is committed to attracting diverse talent. Sometimes, that means incurring additional expenses to find a pathway to talented minority scholars. It is up to departments to determine whether or not they are willing and/or able to pay for additional advertising costs.

To ensure proper, broad circulation of the job ad, consider the following strategies. Contact minority/women's professional organizations in the discipline to inquire about including a position description in such national newsletters or web sites.

Send letters to soliciting applications or nominations those universities having strong doctoral programs in specialized fields. This includes sending to programs that attract underserved minority students. 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.

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

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

Section C: Recruitment Committee Procedures

1. Committee Election

University Policy S15-6 ("S15-6"), Section 3.2.1. requires that recruitment committees be elected by department tenured and tenure-track faculty only using a secret ballot. Departments may follow their own practices for creating the committee ballot, but eligible faculty may not be prevented from self-nominating. Absent department nominating rules, all eligible faculty must appear on the ballot and serve if elected and capable.

University policy makes the Chair or Director a voting ex officio chair of the recruitment committee (not subject to election) unless they choose to not serve. Recruitment committees without a department chair elect their own committee chair.

The department will notify University Personnel-Faculty Affairs of the composition of the recruitment committee(s) immediately after the election, via the Recruitment Committee Election Report. You will only be notified if the composition of your committee needs revision.

2. Committee Size and Composition

Departments choose the number and size(s) of their recruitment committee(s)--the minimum is 3 tenured full-time faculty members (FERP faculty are not full-time), but 5 is recommended if possible. In departments with fewer than three tenured full-time faculty members, additional tenured full-time faculty members from related academic disciplines outside the department shall be selected to serve.

If possible, recruitment committees must contain a majority (greater than 50%) of department faculty who are tenured, appointed in the department, in full service (e.g., not on sabbatical, FERP, leave, or unavailable) and otherwise eligible to serve. 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.

A committee of the whole is permitted too if it conforms to University Policies on membership and conduct. Departments are authorized to use one or more personnel committees for multiple functions (i.e. Recruitment; Retention, Tenure, and Promotion; Post-Tenure Review; Range Elevation; Lecturer Evaluation). However, departments must ensure that such committees conform to all University Policies governing nomination, election, membership, and activities of each committee function (e.g., S97-5, S10-7, F12-6, S15-6, S15-7, and S15-8).

3. FERP and Probationary Faculty

Article 15.2 of the current Collective Bargaining Agreement ("CBA") and University Policy S15-6 permit FERP faculty, with the permission of the President, to serve if elected to recruitment committees. FERP faculty may not make up 50% or more of the recruitment committee. Article 12.22a and S15-6 permit untenured faculty to be elected, and with permission of the President, to serve as well. Probationary faculty may not make up 50% or more of the recruitment committee. FERP and Probationary faculty combined may not constitute 50% or more of a recruitment committee. *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.* Following election to the department recruitment committee, names of FERP and/or Probationary faculty must be submitted by the Chair, via the Dean, to UP-FA for official permission to serve.

4. Tenure and Rank

Searches for ranked (Associate or Full) and tenured positions always require a review by a duly constituted RTP committee following normal voting procedures. In recruitment cases, the RTP committee must collect enough information from the candidate to permit a thorough review--a formal dossier is not required. Committee members may not evaluate a candidate for higher rank than their own.

5. Searching for a Chair or Director

There are special rules about forming committees when departments are conducting an outside search for a chair or director (normally at full professor rank, thereby requiring department RTP committee involvement too). By majority vote--following department voting guidelines--the department chooses 1 of the 3 recruitment committee structures:

> **All T/TT Faculty**. When departments have more tenured faculty than probationary faculty, they may designate all tenured and tenure track faculty as a recruitment committee "of the whole." With this method, the normal prohibition of faculty serving on a personnel committee evaluating faculty of higher rank is suspended. (Probationary and FERP faculty must be granted permission to serve.) The committee of the whole must provide lecturers with the opportunity to provide confidential feedback on the search prior to final recommendations.

Blended. A blended method may also be used. Here, a smaller recruitment committee is formed using normal procedures. The committee makes recommendations of acceptable candidates. Then the department as a whole votes to endorse or not endorse each recommended candidate. If more than one candidate is acceptable, the department ranks them in order of preference.

Departments may choose to delegate their prerogative to nominate a Chair exclusively to their recruitment committee.

After recommendations, chair appointment and recruitment processes conform to standard practice. As such, external nominees for Chair/Director shall be reviewed and must receive a favorable recommendation for tenure and rank from a department RTP committee before the appointment can be completed. A committee report, signed by the committee chair and including committee vote and list of members, shall be routed with all other recruitment documents.

6. Participation

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

7. Additional Committee Members

Departments may choose to supplement the committee's membership (e.g., to diversify the committee and/or add expertise). This can be achieved by electing additional tenured or probationary faculty members from related fields to serve as full voting members of the committee, or by voting to invite people to serve as non-voting and consulting members of the committee. Departments should set parameters of participation, such as access to documents, participation in deliberations, and voting, in advance for additional committee members. At no time shall additional members constitute a voting majority. Non-faculty members shall not vote.

8. Confidentiality

The Dean charges the committee to conduct the recruitment. This includes the charge to maintain confidentiality with regards to all committee proceedings and materials for the duration of the search. All committee members must sign a confidentiality statement before participating in any committee activities.

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

Committee members may not view applications before signing the confidentiality statement. The Department Chair shall report each member's compliance.

Recruitment Committee Confidentiality Statement

9. Training Session for Recruitment Committee

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

10. Conflicts of Interest

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

Section D: Reviewing Applications

1. Applications Access

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

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

2. Screening

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

3. Criteria

Prior to reviewing applicant files, recruitment 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 shall provide the sole basis for the screening committee's evaluation of applications.

While all screening criteria must be directly related to an essential function or a required knowledge, skill, or ability, preferred qualifications may be considered for ranking stronger candidates. 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.

4. Fair Screening Process

The following practices help to ensure a fair screening process:

- Assign more than one committee member to screen each application.

- Screen by rating candidates on listed criteria that were advertised (required and preferred qualifications) using a matrix or rubric. CHRS provides committee rating tools which allow for screening online. Documentation using rubric ratings facilitates quick comparisons.

- Create a well-documented screening process to equitably choose along qualifications as a group. Share ratings and discuss candidates' strengths in face-to-face meetings using active listening.

- 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 shortlist of applicants to recommend for interviews.

- Remote interviews may be used as a screening tool to determine or clarify whether applicants meet the preferred and required qualifications. Use the same methods (e.g., Zoom, VOIP, telephone) with all candidates, and include the same committee members in all sessions.

- 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.

- CHRS has a feature to help organize the screening process. Refer to **User Guide: Screening Applications and Evaluating Interviews - Faculty**

5. Fairness

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

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 UP-FA in the recruitment report.

6. Convention or Conference Interviews

Recruitment committees are often tempted to use interviews at professional meetings 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. The best use of professional meetings in the recruitment process is for advertising and letting great prospects know that SJSU is hiring in their area of expertise.

7. Telephone/Video Interviews

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

Discuss how the telephone/video interview fits with other parts of the selection process. Do not risk eliminating a person with strong qualifications who may not be the best telephone/video communicator, but who might succeed very well in person encounters on a campus visit. These interviews probably serve best to screen out persons whose written materials are somewhat ambiguous as to whether or not they meet the basic criteria.

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.

Ensure that all committee members attend all interviews.

Submit questions in advance to the Dean for approval. It is not necessary for UP-FA to review these questions.

Section E: The Final Interview and Campus Visit

1. Requesting Additional Materials from Candidates

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

2. Assessment

Use a variety of assessment approaches. Do not just rely on the interview with the search committee and the research presentation. Assess teaching effectiveness by having each candidate teach a class as a guest lecturer and collect quantitative and qualitative feedback from students; have candidates meet with faculty and groups of students. Invite the department to send feedback to the committee.

3. Interview Questions

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

It is imperative that certain questions not be asked in either formal or informal settings (e.g., questions regarding age, nationality, marital status, medical conditions, childcare accommodations, religion, and sexual orientation). Even if such personal information were volunteered as a result of social or informal exchanges, it must not be used or referred to in the course of determining who is to be appointed. Reference and use the Interview Question Guidelines.

4. Recruitment Committee Members

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

Topics typically addressed in interviews include:

- Educational background
- Teaching experience
- Experience working with a diverse student population including age, gender, race, ethnicity, differing abilities, and 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 his/her 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 José State University and its mission

5. Campus Visit - See Appendix A

The Dean must approve all campus visits. Each college has its own process, but typically CVs and a ranked finalists list is sent to the Dean for review and approval.

In collaboration with committee members, the Dean's Office (is the Dean available to meet the candidate?), and other faculty (e.g., which class will be used?) prepare an itinerary for the campus visit.

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

Be 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.

Distribute the itinerary and the candidate's CV (or short professional sketch of the candidate) so that everyone can become acquainted with their background.

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

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

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

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

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 loved ones
- School for children in the surrounding communities
- Specialized medical care in the area
- The excitement of living in the diverse and innovative Silicon Valley
- Opportunities for professional networking and/or consulting

Be sure the candidate is introduced to the entire campus, not just the department. Based on what is appropriate for the individual candidate, be sure he/she gets a sense of the diversity on this campus. This could range from a walk through the Student Union for some candidates to a scheduled meeting with a special interest group for others. Also, feel free to schedule appointments or tours if the candidates want to learn about faculty development opportunities, instructional technology, library facilities, and the like.

Be prepared to answer questions regarding the availability of housing in San Jose and surrounding communities. Direct candidates to SJSU's University Housing Services Center website and Off Campus Housing Resources.

6. Evaluation process

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.

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.

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

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

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

7. Resources

Discussion about resources that will be available upon hire should be left to the Dean. This is because negotiations are the Dean's purview, and only the Dean can make offers of employment and conditions of employment.

Housing - Direct candidates to SJSU's University Housing Services Center website and Off Campus Housing Resources.

Benefits (medical, dental, retirement, life insurance, etc.). Please refer candidates to the summary of benefits located on the CSU website www.calstate.edu/Benefits/Summaries/Faculty.pdf. If a candidate desires greater details, refer him or her to the Benefits Service Representative in University Personnel at (408) 924- 2250. Due to the implementation of the Jump Start program, Benefits commence on September 1 for new probationary faculty with a mid-August start date, and February 1 for those with a January start date.

Visa/Immigration Questions. Committee members should not ask questions concerning national origin, citizenship and/or visa status. If candidates inquire about visa sponsorship and/or work authorization, direct them to UP-FA for assistance with their questions. Selection of candidates should be based solely on qualifications; citizenship/visa status should not be considered. Refer candidates to Christie Martinez in UP for visa questions (christie.martinez@sjsu.edu).

Departments - Avoid discussing:

- Salary. Certainly, do not identify the salary of the most recent hire in the department.
- Equipment. Find out what the candidate needs to be successful, but do not make promises about what's available.
- Moving expenses. Learn about any special needs of candidates regarding moving, but do not report what you think is available--the University's allocations and procedures sometimes change.

8. Exit Meeting

A meeting should be scheduled with the department Chair. At this point it is appropriate to have an exploratory conversation with the candidates about their needs and requirements should they be hired. Prior discussions with the Dean should set the parameters for this discussion.

Even so, it should be made very clear to the candidate that this conversation is a mutual exchange of information and definitely not an employment negotiation. **Under no circumstances can department Chairs commit University resources to candidates.**

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

Prior to leaving campus, candidates should submit to the department staff all necessary documents/receipts to complete a travel expense claim. Reimbursement for travel should be charged to the appropriate account. Regular (state-side) positions use general funds. Special Sessions positions use CERF funds.

Section F: Evaluation of Finalists and Preparing Recruitment Report

1. References

Committees should check references of finalists. (This is generally done by the recruitment committee Chair after the omnibus release is signed.) Do not reveal the committee's impressions of the candidates' applications or ask any questions that are not job-related.

Whenever recruitment committee members become aware formally or informally of negative information on a particular candidate, such information should be handled with appropriate caution. Negative information should be used only if it is confirmed by other reliable sources or references. Keep in mind that there are personal and professional reputations at stake. It may even be necessary to seek advice from legal counsel, via UP-FA, if any sensitive issues arise during recruitment. When in doubt, consult.

2. Voting

The department recruitment committee should meet as soon as possible to consider all comments and recommendations before selecting a final candidate. If a committee member were 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 participate in any vote. Such committee members should be recorded as "absent" on the Recruitment Report, Section IV - Search Committee Ranking Report.

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

In the case of a search for a position at advanced rank or with tenure, S15-6, Section 2.4, a department RTP committee must 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, and committee members identified.

The department's RTP committee should be brought into the process as early as possible. If the RTP committee isn't willing to recommend tenure or advanced rank to a particular candidate, then that might change how the search committee ranks the finalists.

3. Recruitment Report

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

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

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."

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.

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."

Taken as a set, the ratings should clearly differentiate between those the department wants to hire, and those they do not. That is, not only should the candidate of choice stand out from the rest (in your paperwork), but if you hope to be able to hire the second or third ranked candidate should the first candidate decline, the documentation must show that these applicants meet all the minimal criteria and are differentiated in some way from those applicants not recommended for hiring. This will facilitate the resubmission of the report in support of another candidate. Of course, ratings must not be changed once they are initially forwarded. Summarize your recommendations with a rank-order of candidates. Include a brief explanation of the recommended order of hiring based on the criteria. The search committee's vote must be recorded on the Recruitment Report, Section IV - Search Committee Ranking Report, and must be forwarded to the Dean with the recruitment report.

Note: The Academic Finalist Interview Evaluations Form does not substitute for the explanations for rankings as required by S15-6, Section 3.3.3. The Academic Finalist Interview Evaluations Form is for assessing the campus interview only. There could still be other factors that would affect the overall ranking, such as a candidate who has a broader teaching range than others.

Thus the cover memo that accompanies the Recruitment Report still must explain how the committee came to rank one finalist higher than another.

Section G: Offer Letter Approval and Final Appointment Documents

1. Making the Final Offer

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

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

2. Offer Letter

The offer letter template is on a Google Doc. Please email faculty-recruitment@sjsu.edu for the latest version. Do not use the template from the previous year. The following areas are covered in this letter.

a. Rank and Salary

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

b. Annual Salary

Please make sure the annual salary is divisible by 12. The following is an example of an incorrect annual salary: $71,000/year divided by 12 = $5,916.67/month. The monthly salary must be in whole dollars, so the salary should instead be $71,004 (monthly $5,917.00).

c. New Faculty Orientation

New tenure/tenure-track faculty are required to "jump start" two days before the start date of the semester, for New Faculty Orientation. Faculty will be paid for participation in that program.

d. Probationary Credit

S15-6 and Article 13.4 of the Agreement permits an offer of up to two years of probationary credit toward tenure. Such credit is generally offered for prior probationary employment elsewhere.

However, keep in mind that offering time towards tenure may not be in the best interest of the candidate if it places them at risk of not having sufficient time to meet the standards for awarding tenure. This should be explained to the candidates at the time of the offer.

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

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

Note: The reduction of teaching assignment for new hires under Article 20.36 of the most recent Agreement is extended through June 2021. The College may also make additional reductions.

f. Terminal Degree Requirement

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

3. Upload Recruitment Documents to Job Card

Having all required documentation in advance can keep the recruitment process from stalling at this point. Use the Checklist for Tenure and Tenure-Track Faculty Appointment to help track the documents to complete the recruitment process.

This checklist is a shared Google Doc and used by UP-FA and the Department/College as documents are collected. The documents are uploaded to the Job Card or the Offer Card. UP-FA will transfer documents to OnBase.

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

4. The Appointment Documents

The terminal degree transcript or letter of conferral must be received before the first duty day of the semester. Attach to the Offer Card.

Original transcripts for terminal degree (e-transcripts acceptable) - Transcripts in a non-English language should be translated by a reputable source such as World Education Services (WES) - https://www.wes.org/about-wes-credential-evaluation

Submit the following to the Faculty Recruiter via faculty-recruitment@sjsu.edu:

a. **Final Offer Letter**, signed by candidate.

b. **Employee profile(s)** - One for Jump Start (12-month appointment), one for the Academic Year (AY appointment), and one for Chair appointment, if applicable:

- **Job Code 2361** - 12-Month IF – Refer to the Offer Letter for the effective date. Action-Reason: HIR/APT. FTE 1.0

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

- **Job Code 2360** - AY - Effective date is the first day of the academic year. Action-Reason: XFR-PPO. FTE 1.0. If also a chair, this time base will be less.

- **Job Code 2481 (if applicable) -** Department Chair - Effective date is same as 2360 or earlier. Action-Reason: HIR/CON. Time base will coordinate with AY appointment above. The two FTE should total 1.0.

5. Ending Recruitment Process

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

The Dean's office must upload the original signed offer letter to the Offer Card in CHRS. When the Offer Card is submitted, it triggers the onboarding process for the finalist.

Upon the acceptance of a signed copy of the offer letter, the department Chair should communicate with the 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 Senior Director, Faculty Affairs if you have any questions about communications from candidates who were not offered the position.**

6. Unsuccessful Recruitment

Unfortunately, not all recruitments conclude successfully. Should this occur, the final page of the Recruitment Report (Section V - Unsuccessful Search) must be submitted to UP-FA (faculty-recruitment@sjsu.edu) by the department. UP-FA provides information about successful and unsuccessful searches to the Chancellor's Office. Be sure to document in the Recruitment Report in the "Unsuccessful Search" section, the reason(s) for the failed search. Upload this document to the Job Card on CHRS.

Appendix A

Modifying Campus Visits for T/TT Faculty Recruitment during COVID-19

The timing of the COVID-19 pandemic is uniquely threatening faculty recruitment. The appropriate responses to COVID-19--limiting travel and social distancing--threaten the foundational elements of successful campus visits. We must do what we can to protect our candidates and ourselves. However, we can also adapt to ensure robust and fair recruitment and selection of faculty to SJSU while bolstering our recruitment edge by displaying our innovative solutions to this crisis.

MODIFY THE CAMPUS VISIT WITH SOCIAL DISTANCING If conducting visits in-person (not likely until after spring 2021), properly adapt campus visits, consider the basic elements of the visit and ask how they may be modified by social distancing tactics.

Social distancing tactics include:

- Avoid communal spaces
- Avoid large gatherings
- Maintain distance between people (approximately 6 feet or 2 meters is recommended)
- Avoid touching others and commonly touched surfaces
- Avoid breathing in exhalation

Campus visits have these five basic elements:

- Meet with individual faculty
- Interview with the Dean
- Research Talk and/or Teaching Presentation
- Formal Interview Meeting with the Committee
- Campus Experiences, Unique Requests for Meetings

The following modifications are suggested.

- Provide spacious settings for all meetings
- Ask parties to avoid physical contact (no hand shaking!)
- Remind candidates to wash hands frequently with hot water and soap,
- Place health reminders on the itinerary
- Provide disinfectant wipes and hand sanitizer

Feedback forms should also be placed online and audiences granted access as appropriate. For an in-person campus visit, it is recommended that the candidate stay in a hotel very near campus. Some committee members and other faculty may wish to participate remotely for on-campus visits. To ensure successful in-person visits, the committee chair or a designee should be available to guide the candidate through the visit and troubleshoot connectivity issues for persons who cannot come to campus.

Modifying Campus Visits - 2

ONLINE CAMPUS VISITS

Candidate itineraries should have the same basic elements across all candidates. Following are recommendations for providing each candidate an equal opportunity to display their talents to the committee.

RECOMMENDATIONS TO APPROPRIATELY MODIFY CAMPUS VISITS - EQUIVALENT FEATURES

A. Meeting with individual faculty

On campus

- Provide an open space for face-to-face conversations with seating that separates the candidate at least 2 meters from each scheduled faculty member
- Provide the visitor a private space with a computer and ZOOM sessions with faculty

Remote

- Establish unique ZOOM sessions for each faculty member on the itinerary
- Set aside a conference room with a Zoom session for the candidate, inviting faculty to show up one at a time for their appointment
- Blend elements of 1 and 2.

B. Interview with Dean

On campus

- Meet with Dean in a location with space to sit 2 meters or more apart
- Provide the candidate with a private space with a computer, meet over ZOOM

Remote

- Establish Zoom session for Dean and candidate at time on the itinerary
- Invite Dean to room set aside in #1 above at their time on the itinerary

C. Research Talk and/or Teaching Presentation

On Campus

- Use spacious room with space to sit 2 meters or more apart, ZOOM session for remote attendees (even offer synchronous class presentation)
- Have candidate present via ZOOM session (synchronous class presentation)
- Candidate records a session for an asynchronous class in front of a faculty audience.

<u>Remote</u>

- Reserve a spacious room with video connection for faculty to watch the presentation(s) via ZOOM
- Candidate's presentation(s) is via Zoom with dispersed audience
- Candidate submits a recorded session for an asynchronous class that faculty review.

D. Formal Interview Meeting with the Committee

<u>On Campus</u>

- Use spacious room with space to sit 2 meters or more apart, ZOOM session for remote committee members (committee attendance required)
- Candidate meets over ZOOM session with distributed committee members (committee attendance required)

<u>Remote</u>

- Reserve a spacious room with video connection for committee to meet and interview via ZOOM (committee attendance required)
- Faculty and committee meet remotely via ZOOM session (committee attendance required)
- Combine 1 and 2

E. Campus Experiences, Unique Requests for Meetings

<u>On campus</u>

- Schedule meetings with staff on campus and/or community groups like normal.
    - If providing meeting space, ensure separation of 2 meters
    - Provide the candidate with a private space with a computer to meet over ZOOM

<u>Remote</u>

- Establish Zoom session for staff or community groups
- Provide a space for local staff or community members to ZOOM with candidate
- Broker delivery of electronic information from groups to candidate

Appendix B

Approval of Next-Round Candidate Pools

Faculty Searches AY20-21

For many years, SJSU has required a review of the initial applicant pool in the faculty hiring process, a best practice for increasing faculty diversity and hiring faculty with cultural competencies that support the success of all students. Building on that element of the process, we are using the AY20-21 hiring cycle to pilot a new step in the hiring process: A review after the initial pool as a means of ensuring equity and diversity throughout later stages of the search.

Search committee chairs will need to secure the approval of the College Dean and Office of the Provost before extending any invitations for the next round of consideration, whether that is a phone interview or a campus visit. There are three steps for approval process:

Step 1

Once the committee has identified finalists for the next round of the search process, the committee Chair will send an email to faculty-recruitment@sjsu.edu with the names of the semi-finalists highlighted on the original spreadsheet provided by UP-FA. This information will be shared with the College Dean and Vice Provost for review.

Step 2

If the College Dean and Vice Provost approve of the pool, the chair of the search committee will receive notification via Recruitment Analyst in UP-FA, and may proceed to extend invitations for the next stage of the search (phone interview or campus visit).

If the College Dean and Vice Provost do not approve of the pool, the search committee can choose to take one of two approaches:

A. Re-evaluate the initial pool using the qualifications and criteria outlined in the position description regarding diversity and equity; or
B. Expand their list of next-round candidates to include those with a strong record of or potential for thoughtfully closing equity gaps for URM students within the discipline and/or through general education or service to the campus.

When the next-round list has been updated, the search committee chair will notify the College Dean and Vice Provost of changes made to the next-round pool with documentation of revised assessment.