

Cal Poly Procedures for Tenure-Track Recruitments

Updated December 2025

Introduction

This document is intended to provide assistance to academic departments involved in the recruitment, selection, and nomination of tenure-track faculty. It is not a comprehensive resource and must be used in conjunction with CSU recruitment policies, Employment Equity Policies, College and Department Personnel Policies, and the CSU and CFA collective bargaining agreement. Because considerable resources are expended in the recruitment effort, it is important to start early, proceed systematically, and be guided by courtesy and professionalism throughout the search process. Faculty recruitments are supported online through Cal Poly Jobs (jobs.calpoly.edu).

Cal Poly is committed to recruiting, retaining, and engaging a highly talented faculty who will advance the mission of Cal Poly and the mission of the CSU. The purpose of these procedures is to assist academic department in their efforts to recruit the best qualified candidates for tenure-track faculty positions at Cal Poly while ensuring that the search process produces a candidate pool that encompasses the full spectrum of talent and experience within the field.

The typical search process has four phases: pre-recruitment, recruitment, screening and selection, and post-recruitment. Each of these areas is covered in this document with examples and references to assist the search committee as they prepare for and undergo the recruitment process.

University Equal Opportunity and Excellence in Education and Employment Statement

“This position is open and available to all regardless of race, sex, color, ethnicity or national origin. Consistent with California law and federal civil rights laws, Cal Poly provides equal opportunity in education and employment without unlawful discrimination or preferential treatment based on race, sex, color, ethnicity, or national origin. Our commitment to equal opportunity means ensuring that every student and employee has access to the resources and support they need to thrive and succeed in a university environment and in their communities. Cal Poly complies with Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act, the California Equity in Higher Education Act, California’s Proposition 209 (Art. I, Section 31 of the California Constitution), other applicable state and federal anti-discrimination laws, and CSU’s Nondiscrimination Policy. We prohibit discriminatory preferential treatment, segregation based on race or any other protected status, and all forms of discrimination, harassment, and retaliation in all university programs, policies, and practices.

Cal Poly is a diverse community of individuals who represent many perspectives, beliefs and identities, and is committed to fostering an inclusive, respectful, and intellectually vibrant environment. We cultivate a culture of open dialogue, mutual respect, and belonging to support educational excellence and student success. Through academic programs, student organizations and activities, faculty initiatives, and community partnerships, we encourage meaningful engagement with diverse perspectives. As a higher education institution, we are dedicated to advancing knowledge and empowering individuals to reach their full potential by prioritizing inclusive curriculum development, faculty and staff training, student mentorship, and comprehensive support programs. At Cal Poly, excellence is built on merit, talent, diversity, accessibility, and equal opportunity for all.”

Pre-Recruitment

1. The dean notifies the department when the provost has approved the initiation of a tenure-line search.
2. Department tenure-line faculty (could be the [search committee](#), screening committee, or department head/chair, depending on timing of the position approval) develop the [vacancy announcement](#), the [recruitment plan](#), the [recruitment timeline](#), and the [candidate evaluation form](#) for approval by the Office of University Diversity & Inclusion (OUDI).
 - a. The [vacancy announcement](#) should include a [job summary](#), the [required and preferred qualifications](#) for the position, the [statement](#) on Equal Opportunity and Excellence in Education and Employment, and information regarding [how to apply](#). All advertisements must also include an [anticipated salary range](#), as well as the [following statements](#): “In accordance with the California State University (CSU) Out-of-State Employment Policy, the CSU is a state entity whose business operations reside within the State of California and prohibits hiring employees to perform CSU related work outside of California. At Cal Poly, tenure-line faculty are expected to establish an on-campus presence.”
 - b. The recruitment plan must include journal [ads](#), online ads, recruitment activities and outreach intended to develop a viable, strong, and diverse pool of qualified candidates, and at least one screening interview question designed to assess candidates’ ability to address universal student success in their teaching, scholarship, and/or service responsibilities. The timeline should provide an estimated timeline of activities and deadlines. The candidate evaluation form or spreadsheet to evaluate prospective candidates should reflect the qualifications and requirements for the position.
 - c. When considering all aspects of the recruitment, please consult the Cal Poly [Faculty Hiring Guide](#).
3. If possible, based on the timing of the recruitment approval, the department tenured and probationary faculty elect a [search committee](#) and, if necessary, a screening committee from the tenured faculty. The committee elects its [chair](#) and selects a trained [Employment Equity Facilitator \(EEF\)](#). Unless department policies allow it, the department chair may not serve on the search committee because they should be a separate level of review.
4. The department administrative coordinator submits the [job requisition](#) in PageUp. They append the recruitment plan in the “documents” section of PageUp, and enter the names of search committee members, including the chair and EEF, if known. The requisition is

then routed for signatures, including the dean, provost, OUDI, and Academic Personnel (AP).

5. Once the requisition is approved, AP opens the recruitment, and the department is notified by system-generated email to post the advertisements. Standard postings of the advertisement placed automatically by AP include Higher Ed Jobs, Diverse Issues in Higher Ed, CSU Careers, and the Cal Poly Report. The department should ensure that all additional advertisements are placed per the recruitment plan. The job must be posted for 30 days before review begins.

Recruitment

1. If not already done, the tenured and probationary faculty shall elect a [search committee](#) (and, if needed, screening committee) from the tenured faculty. The committee elects its [chair](#) and selects a trained [Employment Equity Facilitator \(EEF\)](#). Unless department policies allow it, the department chair may not serve on the search committee because they should be a separate level of review. The search committee chair or department coordinator adds the committee names to the requisition in PageUp.
2. All search committee members and the department chair must attend required [AP training](#) at least every two years. College policy may require more frequent training.
3. Additional training on issues related to universal student success may be requested from OUDI.

Screening and Selection

1. For all [applications](#) submitted by the review begin or closing date, all members of the search/screening committee must review the application, CV, cover letter, and Universal Student Success Statement using the [candidate evaluation form](#) or spreadsheet. **Search committee members should review the PAFs of any [internal candidates](#) who meet the minimum qualifications.** Candidates who are not qualified and are not under consideration should be moved to the “Search Committee Review Unsuccessful” status in PageUp.
2. The search/screening committee generates a list of qualified candidates for first round screening interviews (typically over Zoom). Committees should interview at least six to eight candidates, depending on the size of the pool. Such candidates should be moved into the appropriate status in PageUp.
3. Screening interviews are conducted by the search/screening committee and department chair. The EEF must be present for these interviews, and the format for this interview must be consistent for all candidates, including [internal](#) candidates, in order to treat candidates fairly and equitably. All candidates must be asked a consistent set of questions, including the approved Universal Student Success question.
4. The search/screening committee determines the [list of finalists](#) to invite to campus.
5. Candidates should submit all required application documents including [unofficial transcripts and request that their references provide letters of reference](#) prior to an invitation being extended for an on-campus interview. Offers cannot be extended without these materials, and if finalists don’t have their materials submitted, the hiring process may be delayed.

6. A [request to bring the selected finalists](#) to campus is forwarded to the dean, AP, and OUDI. The request should include: a list of candidates interviewed in the screening process; a screening interview summary for each candidate including the educational background, strengths, and a summary of responses to the universal student success question; and a confirmation from the EEF that the recruitment plan has been followed. Your dean may request additional information at this time, so consult with the college. (p21)
7. OUDI reviews the request, requests any additional information needed, and notifies the search committee chair, dean, and AP that the interview process may proceed to finalist interviews. OUDI strives to complete the review within three business days after receiving complete documentation. The dean also must respond with their approval. Such candidates should be moved into the appropriate status in PageUp.

Finalist On-Campus Interviews

1. The screening/search committee chair schedules and [prepares for finalist visits](#). The search committee chair or department chair should inform the candidate that they will conduct on-list reference checks.
2. The [on-campus visit format](#) will vary according to department and college policies and practices, but all visits should include a teaching and/or research presentation to the department's faculty, with time for Q&A. All candidates will also meet with the department head/chair and the dean or associate dean(s) of the college. Other activities might include an interview with the search committee and/or department faculty (follow the screening interview protocol); an opportunity for candidates to interact with students and/or advisory boards; meetings with representatives from [Faculty/Staff Associations](#) (FSA), and/or OUDI at the candidate's request; a campus tour; an area tour; and informal meals with the candidate. A trained [EEF](#) must be in attendance at events involving faculty; if the designated EEF is unavailable, they should designate an alternate EEF who is up to date on the EEF training. Candidates should not meet individually with department members. The exception is the meeting with the department chair, the dean/associate dean, OUDI, and any FSA members; the EEF does not need to be present for those conversations.
3. Search committee members are responsible for maintaining strict [confidentiality](#) in all matters pertaining to applications, selection, and nomination. Applications, letters of reference, Universal Student Success Statements, transcripts, and evidence of teaching performance are to be made available only to tenured and probationary faculty in the department and should only be shared in a secure manner (e.g., a protected One Drive folder). A candidate's CV/resume may be shared with others whose opinions are sought in the hiring process and who will be meeting the candidate during the campus visit, such as lecturers, students, and staff.
4. For searches that are conducted for a single position, on-campus interviews must be completed for all finalists before the search committee makes any hiring recommendations. For searches with multiple positions, it is recommended that all interviews be concluded before any candidate is offered the position.
5. The search committee deliberates and records [final recommendations](#) on candidates. The search committee chair forwards their recommendations to the department chair.
6. The [department chair](#) reviews the committee's recommendation and makes a separate hiring recommendation to the dean.

7. At least two members of the committee must conduct [telephone reference checks](#) for the recommended candidate's on-list references; the two members should be the same individuals across all reference checks. The search committee chair or department chair should inform the candidate that they will conduct on-list reference checks before contacting the references. The information from the reference checks shall be shared with the rest of the search/screening committee, the department chair, and the dean.
8. When a candidate is [ABD](#) during the recruitment, verify the anticipated date of the degree conferral, preferably with the candidate's dissertation advisor or other appropriate official. This may be done during on-list reference checks if the advisor is a reference for the candidate. All tenure-track faculty must have a terminal degree by the start date of their appointment.
9. The [dean or their designee conducts final reference checks](#), including current and possibly previous academic supervisors such as department chairs and deans before finalizing a hiring recommendation. The dean or designee should inform the finalist prior to making off-list reference checks.

The Offer

1. Following successful reference checks, the dean as the appropriate appointing authority will determine/approve salary, service credit, appropriate rank and all other terms and conditions of employment. Before offering tenure upon hire, the dean must consult with the provost since the provost grants tenure.
2. The dean or designee will communicate the [offer](#) to the candidate verbally/via email, receives email acceptance of the offer, or revises the offer as appropriate.
3. Once an email acceptance has been received, the college personnel analyst prepares the official offer letter and emails it to the college's AP analyst for review. The letter should include a transcript contingency if this requirement is not met prior to offer. Deadline for official transcripts of terminal degree must be a minimum of two weeks prior to the start of appointment in order to activate contingency plans if needed. Following AP review/response, the letter is uploaded to PageUp and delivered to the candidate.
4. Once an offer has been accepted in PageUp, AP initiates the required [background check](#). If any issues arise with the check, AP will notify the dean.
5. If a finalist needs a [visa](#), the department chair or college analyst should reach out to AP as soon as possible, potentially even before the written offer is accepted, so the visa analyst can begin working with the prospective/new faculty member.
6. The search committee chair or department coordinator moves all applicants to the appropriate status within PageUp, which will result in automated emails going to those candidates. Best practice is to call or email any finalists and screened candidates individually, though this isn't required.

Post-Recruitment

1. The search committee chair or department/college coordinator collects all [documentation](#) regarding the recruitment for archival purposes. Current CSU policy requires retention of recruitment documentation for three years.

2. Required materials include: copy of position vacancy announcements and all ads; candidate evaluation forms for all qualified candidates; materials submitted to the dean and OUDI for approval, and OUDI's approval email; completed ratings sheets for on-campus candidates, copies of all comments submitted by non-committee members, a record of the search committee's actions; the search committee's hiring recommendation memo to the dean; the department chair's hiring recommendation memo to the dean; and completed final reference check summary.
3. Search committee chair or department/college coordinator [uploads](#) these materials to PageUp. Upon successful upload, notify AP to close the recruitment. AP will not close a recruitment in PageUp until these materials are present.
4. The EEF completes their [report](#) based on the template form emailed to them from the Civil Rights and Compliance Office.
5. In conjunction with AP, the college personnel analyst creates the new faculty member's electronic [PAF](#). Required materials include: application, CV, cover letter, Universal Student Success statement, letters of reference, and offer letter; official transcripts should be added as soon as received. The PAF must be maintained throughout their employment with Cal Poly and must be retained according to the CSU retention policy.
6. The department faculty and dean prepare for and [welcome](#) the new faculty member!

Internal and Known Candidates

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

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

Whether the candidate is known or unknown by members of the search committee, follow all steps in the protocol. It is inappropriate to promise the candidate special consideration. For example, if you conduct a Zoom interview with semi-finalists, and one semi-finalist is a lecturer in the department, do not skip the Zoom interview or offer to conduct it in person. You may be well acquainted with the candidate's background, but you may learn things you did not know. You will see how the candidate responds to the same questions the other candidates faced. It is not necessary to ignore what you know about an internal candidate's job performance in order to treat all candidates in a non-discriminatory manner, just as you would not ignore such information about an external candidate. The objective is to evaluate all candidates fairly and professionally. If a search committee member has a clear conflict of interest with a candidate, they should recuse themselves from the search committee and another faculty member should be elected in their place. Please reach out to Academic Personnel with any questions about conflicts of interest.

Per the 12.28 of the CBA, "When campus search committees find a temporary faculty unit employee who has applied for a tenure track position on their campus to be qualified, that employee should be interviewed." Campus practice is also to offer screening interviews to qualified internal candidates.

Please note: committees should consider internal candidates' qualifications, specializations, and experience when determining whether they are qualified for the position. Please consult Academic Personnel with any questions regarding internal candidates.

Pre-Recruitment

Search Committee Roles and Responsibilities

The Search Committee

The search committee has the primary responsibility for initiating the pre-recruitment process, recruiting viable candidates to apply, conducting candidate screening, identifying the finalists for on-campus interviews and voting on the recommendation for appointment. Tenured and probationary faculty in the department must elect at least three eligible faculty to serve on the search committee. Only tenured and probationary faculty are eligible to serve on search committees as voting members and probationary faculty require the approval of the dean to serve (UFPP 2.2.4). Lecturers, staff, students, and community members may participate in the search process and provide valuable input to the search committee, but they are not eligible to vote on the candidates.

Departments should endeavor to create search committees whose members have a wide range of experiences. Strategies to increase the available pool of faculty who might serve on a search committee could include nominating individuals for election from outside the department and allowing probationary faculty members to serve on search committees with the approval of the dean. Departments should consult Cal Poly's Faculty Hiring Guide for additional strategies.

When the search committee is large (such as all the tenured and probationary faculty in the department), they may delegate the screening of candidates to a subcommittee called the "screening committee" which has the responsibility to review all applications and make a recommendation to the full search committee. The "screening committee" may be either a subcommittee delegated the screening responsibility or a committee of the whole. Only the screening committee should have access to PageUp materials.

Search committee membership is formed as follows:

1. All search committee voting members shall be elected by the department faculty following department election procedures.
2. The search committee must consist of at least three full-time faculty members. If necessary or desired, the department may elect tenured or probationary faculty in a related discipline from another department to serve as a voting or non-voting member of the committee or to serve as the EEF.
3. The department chair may not serve on the search committee unless department personnel policies permit. The department chair may participate in the screening and finalist interviews but should submit a separate hiring recommendation to the dean.
4. All voting members of the search committee must be tenured or probationary faculty members. Probationary faculty may serve with the permission of the dean, but they may not serve as the committee chair.
5. The search committee must elect their chair from the search committee membership, and the search committee chair cannot also serve as the EEF. If the department chair serves on the search committee per department policies, they may not serve as EEF or search committee chair.
6. The committee must select an EEF who has been trained in the last two years.

7. When a joint appointment, interdisciplinary appointment or multidisciplinary position is being recruited, tenured or probationary faculty from other departments may be elected to serve on the search committee by the tenured and probationary faculty in the department that the candidate will seek a tenure-track position.

Search Committee Responsibilities

Each committee member is responsible for compliance with policies and procedures regarding the search, and they are required to maintain strict confidentiality throughout the search process.

Responsibilities include, but are not limited to:

1. Attend required search committee training by Academic Personnel. AP requires training to be renewed every two years but recommends yearly training. Please check with your college to learn its training requirements. The AP recruitment analyst responsible for the college will document the date of the search committee training in PageUp.
2. Develop and review the position vacancy announcement, recruitment plan, candidate evaluation form, search timeline, and job requisition. These responsibilities may be in conjunction with the department's tenured and probationary faculty and/or the department head/chair, depending on the timing of the search.
3. Review the department and college criteria for appointment and all policies governing the search before beginning the recruitment.
4. Review Cal Poly's Faculty Hiring Guide.
5. Be aware of potential sources of conflict of interest. For example, a committee member may not serve as a reference for a candidate in the search, nor may a search committee member be an immediate family member of an applicant. In some cases, recusal from the committee may be the most appropriate action. Consult with Academic Personnel if you have questions or concerns.
6. Candidate Review – all committee members must:
 - a. Read ALL application submissions received by the review begins date that include the candidate's application, cover letter, CV/resume, and Universal Student Success Statement;
 - a. Participate actively in committee meetings;
 - b. Evaluate candidates based on the candidate evaluation form and job requisition;
 - c. Participate in all screening interviews;
7. Participate actively in the campus interview process and in hosting candidates;
8. Maintain strict confidentiality in all matters pertaining to applications, reference checks, selection, and nomination; and
9. Report any inappropriate activities to the EEF, Academic Personnel, or the Civil Rights and Compliance Office.

Search Committee Chair Responsibilities

The responsibilities of the Search Committee Chair include the responsibilities of all search committee members listed above as well as the following:

1. Ensure all committee members, including the EEF, are properly trained;
2. Ensure that each member of the search committee has been advised of campus and CSU policies. Provide copies of Procedures for Recruiting Tenure-Track Faculty, the recruitment plan, and college and department RPT policies to each committee member;
3. Enforce all policies and procedures for the committee and the department;
4. Act as a liaison between the committee, department chair, and dean;

5. Provide committee members access to PageUp and candidate application materials as necessary;
6. Oversee the completion and submission of all recruitment materials, approvals and forms;
7. Request additional application information from candidates if appropriate, remembering to treat all candidates consistently and fairly;
8. Arrange committee meetings to review application materials;
9. Schedule interviews and campus visits as appropriate;
10. Host candidate visits;
11. Identify two or more members of the search committee to conduct the reference checks and report a summary of information to the committee and dean. The department chair may serve as one of the two faculty members conducting reference checks.
12. Ensure that candidates are properly reimbursed for expenses;
13. Perform other duties as needed to complete a timely and successful search;
14. Represent the department, college and university professionally with candidates and references.

In addition, it is the search committee chair's responsibility to communicate with the candidates during the process. Clear communication with the candidates has a critical bearing upon recruitment success. The search committee chair should communicate with the candidates to keep them informed of the timeline and next steps in the process:

1. Once the date for submitting materials has passed, if an applicant is unqualified and not under consideration, it is a good practice to move them to the "Search Committee Review Unsuccessful" status in Page Up.
2. We do not recommend telling qualified applicants that they are not under consideration until the search has closed;
3. Keep active candidates informed in advance regarding screening interviews and campus visits.

Employment Equity Facilitator (EEF) Responsibilities

The responsibilities of the EEF include the responsibilities of all search committee members listed above with the additional responsibility of assuring and certifying the integrity of the search process. Responsibilities include:

1. Attend required trainings (search committee training and EEF training);
2. Fully participate in the recruitment process from its initial stages to completion while keeping the Civil Rights and Compliance Office (CRCO) and AP informed of any issues, concerns or questions that arise;
3. Attend ALL search committee meetings, committee interviews and search committee interview dinners and lunches. Occasionally it may be necessary to miss a search function. In that case, the EEF should designate another search committee member to serve as EEF for that function. That search committee member MUST be a trained EEF;
4. Ensure that the recruitment plan includes efforts to attract well-qualified candidates representative of the diverse pool;
5. Ensure that the recruitment plan is followed throughout the search process, and report any violations to AP as soon as they occur;
6. Monitor the selection process at the search committee level – take responsibility for assuring that all candidates are given fair consideration based on the candidate evaluation form, published job qualifications, and criteria;

7. Review screening interview questions and monitor questions for appropriateness during the interview process, including during informal social events such as dinner gatherings. Refer to [Appendix D](#): Guide to Pre-Employment Questions for Faculty Positions and Interview Questions;
8. Communicate problems or violations of university policy to the committee and/or CRCO or AP as soon as possible;
9. Submit the completed Employee Equity Facilitator's Report to CRCO. The blank report will be emailed to the EEF after the conclusion of the search, but a template for the report is available on the CRCO website.

The pre-recruitment phase includes formation of the search committee and development of the position vacancy announcement, recruitment plan, and job requisition.

During the pre-recruitment phase, the AP analyst assigned to the college is available to consult with the department and dean/hiring manager with the recruitment process. The AP analyst will assist with questions that arise during the development of the position vacancy announcement, the recruitment plan and job requisition, and the posting/advertising requirements. The AP analyst will also work closely with the search committee chair and the department head/chair to ensure that search committee members and department faculty comply with established campus policies and Academic Personnel processes and guidelines.

All tenure-track faculty recruitments must be approved by the dean and provost prior to opening a job requisition or placing job advertisements. Vacancy announcements will not be approved for posting until the Office of University Diversity and Inclusivity (OUDI) approves the recruitment plan. If a department requests and receives permission to place an advertisement in a venue after the position request has been approved by the provost but before the position is fully routed through PageUp, a copy of the provost's email approving the position must be uploaded to the Documents tab in PageUp. Please contact Academic Personnel with any such requests.

The remainder of this section includes more details regarding preparing the position vacancy announcement, recruitment plan, and job requisition to be submitted via PageUp.

Position Vacancy Announcement

The first step of the process is to prepare a position vacancy announcement which will be used to advertise the position and to develop the job requisition and the candidate evaluation form used in screening candidates.

The position vacancy announcement should include the job title and working title, anticipated academic rank, description of duties, required qualifications, preferred qualifications, desirable experience, the [statement](#) on Equal Opportunity and Excellence in Education and Employment, an anticipated salary range, and general information about the department and its instructional programs, the college, and the University. The announcement must also include this language: "In accordance with the California State University (CSU) Out-of-State Employment Policy, the CSU is a state entity whose business operations reside within the State of California and prohibits hiring employees to perform CSU related work outside of California. At Cal Poly, tenure-line faculty are expected to establish an on-campus presence."

The qualifications listed in the position announcement should be consistent with approved department and/or college personnel policies statement and appointment criteria (department and college personnel policy documents). The position vacancy announcement is typically created by the

department faculty and/or the search committee chair and is vetted by the department chair and dean before final review by OUDI, the provost, and Academic Personnel prior to opening the job requisition.

Recommendations to keep in mind when developing the position vacancy announcement:

1. Ensure that the required and preferred qualifications in the position vacancy announcement establish the criteria used in screening; therefore, consider how one might be able to determine whether the proposed criteria have been met.
2. The required qualifications must be honored; in particular, only individuals meeting the required qualifications can be recommended for appointment. For example, if the position vacancy announcement specifies that a doctorate is required for appointment, a candidate who cannot document completion of the doctorate by the start date of the appointment cannot be appointed in that position.
3. Be mindful of approaches that may broaden the pool of applicants: for example, avoid narrow specialization requirements and allow for some flexibility in the field of the doctorate or other terminal degree (e.g., allowing for “a doctorate in a closely related field.”)
4. Advertising a “review begin date” rather than using a cutoff date for applications will allow the search committee more time to cultivate a candidate pool.
5. Consider the impact of the advertised rank. If the position vacancy announcement specifies the rank of Assistant Professor, applicants are more likely to be individuals looking for a first faculty position. A more experienced applicant could only be offered a position at the rank of Assistant Professor based on the ad. Advertising at “open rank” may attract a broader pool of candidates, including more senior applicants, but such an open rank position must be approved in advance by the dean and provost.
6. Use caution in defining “required” versus “preferred” qualifications. Note that an overly restrictive list of required qualifications may unnecessarily limit the potential pool of applicants and may remove some strong candidates from further consideration.

A sample position vacancy announcement is included in [Appendix A](#).

Job Summary/Basic Function

In this section, the basic or primary teaching responsibilities should be described in an informative and detailed manner. This section should articulate ways a candidate will advance the strategic initiatives of the department, college and university. In addition, describe the research, scholarship, creative activities, grant development, curriculum development, service activities, student advising and other primary responsibilities of the position. The focus of this section should strictly be on the responsibilities of the position.

Qualifications for the position

The required and preferred qualifications should provide for a broad and diverse pool of applicants that would be successful in the position. Write the qualifications in a way that allows the search committee to assess candidate competencies during the review process. For example, since it is important for the successful candidate to have good communication skills, make sure the search process gathers sufficient information to evaluate candidates on this competency. A careful review of the candidate’s CV, cover letter, Universal Student Success Statement, and other application materials can be used to assess written communication skills, but verbal communication skills often are more accurately assessed through interviews and presentations. The “required” and “preferred” qualifications must be clearly stated.

Academic Preparation

State the minimum academic qualifications. An earned doctorate or earned terminal degree for the discipline is required by the start date for all tenure-track positions. Please review the department and college personnel policies to verify appropriate academic qualifications and approved exceptions and develop the qualifications consistent with the documented criteria.

The committee must consider very carefully the type of degree that will be required. If the vacancy announcement requires a “Ph.D. in Kinesiology,” all qualified candidates must have a Ph.D. in Kinesiology in order to be hired. To broaden the candidate pool, the department could require a “Ph.D. in Kinesiology or a closely related field.”

While candidates in the final stages of their Ph.D. program may apply and be considered for a tenure-track position, candidates must be able to demonstrate that they have earned the doctorate by the appointment’s start date.

Here is an example of a typical statement of required qualifications: *A Ph.D. in Kinesiology or related field from an accredited institution or international equivalent is required prior to the start date of the appointment.*

Professional Qualifications

Identify additional qualifications using care to ensure that they are position-related, essential, not overly restrictive, and that they are inclusive. The following language is recommended verbiage in the required qualifications section of the job requisition:

Candidates are expected to demonstrate a commitment to, or potential for, teaching excellence and scholarly activity at the university level. The successful candidate must have the ability to work effectively with students, staff and faculty from diverse ethnic, cultural, and socioeconomic backgrounds. Cal Poly is committed to the teacher-scholar model. As teachers, faculty are expected to exhibit strong pedagogic skills and to remain proficient and current in their disciplines. As scholars, faculty should be engaged in scholarly work that is of very high quality as evidenced by external peer review. As colleagues, it is appropriate for faculty to perform service activities at all levels of the university. Faculty should build collaborative relationships across the University and with colleagues at other universities.

Required and Preferred Qualifications

The best practice to obtain the broadest possible pool of candidates is to state qualifications that are not strictly required as being “preferred” rather than “required.” Examine all required and preferred criteria for a position carefully to ensure that (1) the required qualifications will not unnecessarily limit the applicant pool and (2) well-qualified candidates will not be excluded or discouraged from applying.

The following language is an example of “preferred” qualifications:

Preference will be given to those who show evidence of experience with inclusive and equitable teaching to a wide variety of students.

Preference will be given to candidates with demonstrated excellence in university-level teaching and research (commensurate with time since degree), experience with laboratory-based instruction, and/or industry experience.

Applications and Materials to be Submitted

In addition to the online faculty application submitted via CalPolyJobs, applicants must submit a current CV, cover letter, a Universal Student Success statement, and the names of at least three references. Additional materials may be requested at the discretion of the department or college.

1. Current CV (Required*)
2. Cover Letter (Required*)
3. Names and contact information of at least three references (Required*)
4. Unofficial transcripts may be requested at time of application (Official transcripts are Required for Appointment*)
5. Universal Student Success Statement (Required*)
6. Teaching Philosophy
7. Evidence of teaching effectiveness
8. Summary of Cal Poly or CSU courses previously taught
9. Cal Poly courses for which the candidate is qualified and interested in teaching
10. Course materials and syllabi
11. Student Evaluations
12. Professional Goals
13. Evidence of Research, Scholarship or Creative Activities
14. Required license or certificate
15. Awards/commendations
16. Portfolio
17. Other

The committee should be specific about the timelines for submission of application materials. Tell applicants exactly what is required for full consideration. For example, you may not need official transcripts in order to select candidates for initial interviews, but you will need to supply official transcripts for appointment. It is advised to request official transcripts when candidates are invited to a campus visit.

Here's an example of the How to Apply section of the Job Requisition:

To apply, applicants should complete a required online faculty application and attach the following documents: (1) a cover letter providing some details of the applicant's qualifications and interest in the position; (2) a current CV; (3) copy of unofficial transcripts (sealed official transcripts and letters of recommendation will be required for final consideration); and (4) a Universal Student Success Statement (see prompt below).

Prompt:

Cal Poly is a public, student-centered university that serves the diverse constituents of the state of California and has a strong emphasis on the teacher-scholar model. Please detail your approach to teaching and learning at the collegiate level, including evidence of experience with inclusive, accessible, and intentional teaching, to a wide variety of students and a description of how you will continue to develop this expertise at Cal Poly. Service or scholarship related to skills developed in these areas might also be included here." [Colleges may include additional directions based on the diverse needs of their disciplines] (direct candidates to upload under 'other').

Please be prepared to provide three professional references with names and email addresses when completing the online faculty application. Applicants are encouraged to submit materials by the

review begin date for full consideration; however, applications received after this date may be considered. REVIEW BEGIN DATE: December 5, 2022.

The committee may move ahead with screening and selecting candidates for screening interviews as soon as the review begin date has passed. Committee members may begin to review applicant materials received before the review begin date, but they must review any new or updated applicant materials that have been received on or before the review begin date. Under no circumstances should the committee meet to review, rank, or screen candidates prior to the review begin date. If an application from a promising candidate arrives thereafter, the language in the notice permits the committee to include the new application in the group of applications that's being given full consideration provided that all the other applications that have been received by that time are also given full consideration.

Cal Poly's Equal Opportunity and Excellence in Education and Employment Statement

All Cal Poly vacancy announcements must include the appropriate long, short or abbreviated Equal Opportunity and Excellence in Education and Employment statements listed below.

"This position is open and available to all regardless of race, sex, color, ethnicity or national origin. Consistent with California law and federal civil rights laws, Cal Poly provides equal opportunity in education and employment without unlawful discrimination or preferential treatment based on race, sex, color, ethnicity, or national origin. Our commitment to equal opportunity means ensuring that every student and employee has access to the resources and support they need to thrive and succeed in a university environment and in their communities. Cal Poly complies with Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act, the California Equity in Higher Education Act, California's Proposition 209 (Art. I, Section 31 of the California Constitution), other applicable state and federal anti-discrimination laws, and CSU's Nondiscrimination Policy. We prohibit discriminatory preferential treatment, segregation based on race or any other protected status, and all forms of discrimination, harassment, and retaliation in all university programs, policies, and practices.

Cal Poly is a diverse community of individuals who represent many perspectives, beliefs and identities, and is committed to fostering an inclusive, respectful, and intellectually vibrant environment. We cultivate a culture of open dialogue, mutual respect, and belonging to support educational excellence and student success. Through academic programs, student organizations and activities, faculty initiatives, and community partnerships, we encourage meaningful engagement with diverse perspectives. As a higher education institution, we are dedicated to advancing knowledge and empowering individuals to reach their full potential by prioritizing inclusive curriculum development, faculty and staff training, student mentorship, and comprehensive support programs. At Cal Poly, excellence is built on merit, talent, diversity, accessibility, and equal opportunity for all."

Equal Opportunity and Excellence in Education and Employment Statement for use in abbreviated print advertisements

The minimal statement below may be inserted into abbreviated print ads that charge by the word. Typically, these include minimal position information and serve only to point potential applicants to the requisition on CalPolyJobs.

Advertising Requirements

All advertisements must include:

1. The title(s) of the position; (e.g., Assistant Professor, Associate Professor, etc.), or may state “all ranks will be considered depending on qualifications”;
2. Duties of the positions such as teaching, scholarship and service;
3. Required and preferred (if applicable) qualifications; and
4. Approved university **Equal Opportunity and Excellence in Education and Employment Statement** or “EEO” in abbreviated ads.

Example Print Ad

TENURE TRACK POSITION - SILVICULTURE & FOREST MANAGEMENT. The Natural Resources Management and Environmental Sciences Department at Cal Poly, San Luis Obispo, CA is seeking a full-time, academic year, assistant or associate professor with a projected start date 09-14-2023. For details, qualifications, and application instructions (online faculty application required), visit WWW.CALPOLYJOBS.ORG and apply to requisition #123456. Review Begin Date: 01-12-2023. EEO.

Once the requisition is complete and approved, Academic Personnel will place advertisements in a Higher Ed Jobs, Diverse Issues in Higher Ed, CSU Careers, and the Cal Poly Report. All other advertisements included in the recruitment plan must be placed by the department. All ads must be in print or online for at least 30 days before the closing date or review begin date.

Recruitment Plan

Recruiting Candidates and Creating a Viable Candidate Pool

Search committees are required to develop a thoughtful recruiting strategy intended to create a diverse pool of qualified candidates. Ideally, a successful recruitment will result in a broad, deep, and diverse pool of applicants and the recruitment plan should be designed with that in mind. The recruitment strategy goes beyond simply placing advertisements and should include plans to solicit candidate interest through professional societies, professional networks, and contacts at other institutions and universities.

The search committee and the department faculty should proactively seek out viable candidates and invite them to apply. Outreach can be the single most effective recruiting technique that’s available. Charge all department faculty to act as recruiters, especially when attending conferences.

A comprehensive recruitment plan must list one or more recruitment sources directed to broadening the applicant pool. The recruitment plan might include advertising in a journal or website that might widen the pool regarding candidates’ background and experiences. Be sure to consult the Cal Poly Faculty Hiring guide when developing your recruitment strategies.

It is important that committees develop non-traditional recruiting approaches to strengthen their candidate pools and reach faculty who may not be reviewing printed/online advertisements or actively looking for faculty positions. If a search fails because of an inadequate pool of candidates

and a new search must be initiated, the recruitment strategy and plan should be examined to see how it could be improved.

The recruitment plan must include, at a minimum:

1. The name of all professional journals and websites where the position will be advertised;
2. A description of all sources the committee will use to ensure that the vacancy announcement reaches a broad and diverse pool of candidates. Include strategies such as sharing at professional meetings, conferences, listservs, professional societies, etc.
3. A description of how the search committee will make their best efforts to attract a candidate pool that encompasses the full spectrum of talent and experience within the field. This may include utilizing professional contacts, reaching out to groups and sections within professional organizations, and leveraging networks associated with the department and college.
4. At least one applicant screening question focused on the candidates' ability to work with a broad variety of students and colleagues from all backgrounds, including those that are different from them in some way. It is recommended that you use at least one of the questions provided in the Faculty Hiring Guide for this question.

During the screening interviews, search committees are required to at least one screening interview question designed to assess candidates' ability to address universal student success in their teaching, scholarship, and/or service responsibilities. The committee may decide to use one of the sample questions created by OUDI or they may create a more appropriate question for their recruitment. The question selected must be submitted in the recruitment plan and approved by the OUDI.

The recruitment plan must be comprehensive and thoroughly document all recruiting activities. Once complete, it must be inserted into the job requisition and submitted for approval via PageUp. A sample recruitment plan is included in [Appendix B](#).

NOTE: Failure to submit or follow the approved Recruitment Plan may constitute grounds to cancel the search at any point in the search process.

Candidate Evaluation Form

The search committee must develop a candidate evaluation form or rubric to use in screening candidates based on the duties, responsibilities, and required and preferred qualifications for the position. The criteria used on the candidate evaluation form must reflect the information specified in the position vacancy announcement and job requisition. A sample candidate evaluation form can be found in [Appendix C](#). Search committee members must deliver their completed forms for each applicant to the search committee chair at the end of the search for archival purposes.

Recruitment Timeline

1. Draft vacancy announcement, recruitment plan, candidate evaluation form and search timeline;
2. Elect search committee and committee chair, and identify EEF;
3. Recruitment plan approved, requisition opened and all ads placed;
4. Search committee, dept. head/chair and EEF attend trainings;
5. Application review begins (review begins date);

6. All applications reviewed by all search committee members and candidates are grouped by level of interest or ranked;
7. Unqualified candidates should be moved to correct status in PageUp;
8. Screening interviews completed and candidates moved to correct status in PageUp;
9. On-campus visit request submitted to dean and OUDI;
10. Following dean and OUDI approval, campus visits and interviews scheduled and conducted;
11. Search committee summary and initial recommendation completed;
12. Department chair recommendation completed;
13. At least two members of the committee must conduct [telephone reference checks](#) for the recommended candidate's on-list references; the two members should be the same individuals across all reference checks. The search committee chair or department chair should inform the candidate that they will conduct on-list reference checks before contacting the references. The information from the reference checks shall be shared with the rest of the search/screening committee, the department chair, and the dean.
14. Nomination package sent to the dean;
15. Dean (or designee) completes final reference checks; additional reference checks may be conducted if appropriate. Notify candidate before beginning final reference checks.
16. Dean (or designee) makes offer to candidate;
17. Offer accepted by candidate;
18. Initiate background check process; and
19. Notify unsuccessful candidates through PageUp.

Job Requisition and Approval Process

Once the faculty has agreed on the advertisements, recruitment plan, candidate evaluation form, and recruitment timeline, then the department chair or administrative assistant must enter the job requisition information into PageUp.

Enter the following information into the job requisition:

1. The advertisement summary including advertising venues;
2. Job Summary/Basic Information containing the duties and responsibilities of the position;
3. Qualifications for the position;
4. Application materials to be submitted;
5. Universal Student Success Statement; and
6. Recruitment Plan.

When complete, the job requisition is routed to the dean for approval. The job requisition approval routing is initiated by the Hiring Manager (Department) by submitting the requisition to the Appointing Authority (Dean), which is then submitted to OUDI (for approval of Recruitment Plan), the Provost, and finally to Academic Personnel for final review. If the Recruitment Plan needs additional clarification, OUDI will work directly with the search committee chair listed in the requisition to make necessary changes. After all approvals have been received and after making any necessary edits, Academic Personnel will open the job requisition in Page Up and place advertisements in Higher Ed Jobs, Diverse Issues in Higher Education, CSU Careers as well as the Cal Poly Report. The department is responsible for placing and covering the costs of any additional advertisements identified in their recruitment plan.

Cal Poly Jobs Online Reference Letter Feature

Academic Personnel will set all faculty job requisitions to accept three (3) letters of recommendation directly from candidates' references using the online reference letter feature in Cal Poly Jobs. The intent of this feature is to solicit the required reference letters for candidates who meet the qualifications for the position and are under consideration by the search committee. Ideally, letters of reference should be solicited just prior to the screening interviews, or, at the latest, prior to inviting finalists for on-campus interviews for the position.

It is not recommended to use the online reference letter feature for all applicants before screening the applicant pool for minimum/required qualifications, especially when the anticipated applicant pool is anticipated to be large, due to the excessive workload created for the references for applicants who do not meet the minimum qualifications for the position or will not be in consideration for screening interviews. Department chairs and coordinators can assist the committee by activating the reference letter portal to solicit letters for potential semi-finalists or finalists, but in any case, prior to inviting finalists for on-campus interviews.

Recruitment

Screening and Selection

In the screening process, the search committee narrows the pool of candidates down to a small group that the committee believes is best qualified for screening.

Start of Review

Screening committee members may begin to review application materials prior to the closing/review begin date. However, no final determination on the status of the applicants shall occur until the review begins date or closing date has passed and all materials submitted or updated prior to these dates have been considered. All members of the screening committee must review at a minimum, the application, cover letter, CV/resume, and Universal Student Success Statement for all candidates who submitted a complete application before holding deliberations to screen or select candidates. Search committee members should review the PAFs of any internal candidates who meet the minimum qualifications.

Typically, the first step of the screening process is to identify all candidates who do not meet the minimum qualifications listed in the position vacancy announcement and eliminate them from further consideration. These applicants should be moved to "Review Unsuccessful" in PageUp. The committee then takes steps to narrow the remaining qualified set of applicants to a group of semifinalists. The supporting materials including letters of reference, statements of research and teaching interests, publications, transcripts, and other candidate materials will be reviewed by the committee to determine which candidates are most qualified. Screening committee members separately review and rank the applicants using the candidate evaluation form, and only candidates that meet the stated minimum qualifications may be advanced. The individual evaluations of the screening committee members are combined and discussed, after which the screening committee identifies a list of semifinalists.

The search committee must develop a common set of questions specific to the screening interview step in the process and these questions will be asked of all semifinalists. All semifinalists must be

interviewed by telephone or video (e.g., Zoom) prior to recommending a group of finalists to be invited for campus visits. It is required that the format for this interview be consistent for all candidates, including internal candidates, in order to treat candidates fairly and equitably. If the department chooses to hold preliminary interviews at a disciplinary conference, all members of the screening committee must attend the interviews and all candidates must be interviewed at the conference.

Screening Process Overview

Initial Applicant Review

Application Checklist

The search committee chair should develop a checklist that includes the required items specified in the position vacancy announcement and a list of complete applications. The search committee chair may notify all candidates that have not submitted a complete application that for full consideration, they must complete their application. All candidates should be treated similarly.

Application Review

The search/screening committee and department chair should review application materials online through PageUp.

Candidate Evaluation Form

Each search/screening committee member should complete the candidate evaluation form to score all qualified candidates on their qualifications as described in the job requisition and position vacancy announcement. Document candidates who did not meet the minimum qualifications, as well.

Semi-Finalist Applicant Review

Screening Interview Questions and Ratings Sheet

The search/screening committee must develop a set of interview questions and a ratings sheet or other evaluative tool to assess the candidates based on the qualifications specified in the job description and vacancy announcement.

Screening Interviews

Recommendations for Conducting Interviews

1. Start with introductions and try to put the candidate at ease. The Search Committee Chair should provide the candidate with the number of formal questions and a time frame for the interview so the candidate can tailor their answers.
2. Ask questions related to the stated qualifications for the position that:
 - a. Assess the candidate's qualifications with the stated criteria in the job requisition;
 - b. Explore the candidate's technical and professional preparation;
 - c. Identify skills deemed essential for success as an effective teacher; and

- d. Assesses candidate's ability to teach a diverse group of Cal Poly students.
3. Be aware of what can be asked of candidates and review [Appendix D: Guide to Pre-Employment Questions for Faculty Positions and Interview Questions](#). Treat candidates equitably and use the same set of questions with each candidate.
4. Ask follow-up questions so that answers to questions are fully explored. It is permissible for the committee to ask questions directly targeted to specific information about individual candidates' qualifications. For example, if a candidate has held a series of one or two-year positions, the committee may ask the candidate to explain their employment history. This follow-up question need not be asked of every candidate but should be asked of every candidate who has a similar employment history.
5. Make it clear when the interview is over. It is good practice to reserve sufficient time at the end of the interview to ask the candidate if they would like to ask any questions of the group.

Document the interviews

Document which candidates were interviewed, as well as their strengths and weaknesses. Identify those that were recommended as finalists. The Search Committee Chair or Department Coordinator should update Page Up to reflect candidates' statuses.

Selecting Finalists and the On-Campus Visit

In the interview process, the most qualified applicants, based on their application materials and screening interviews, will be invited to campus. It is recommended that departments interview at least three finalists for a position, unless the pool lacks a sufficient number of qualified applicants. In order for a search to be viable, there must be a minimum of two qualified candidates that participate in finalist interviews. If a department does not have at least three qualified finalists, they should contact Academic Personnel before inviting any finalists to campus.

Dean and OUDI On-Campus Interview Approval Process

Prior to inviting candidates to an on-campus interview, approval must be obtained from the dean and OUDI must verify that the recruitment plan was followed. The search committee chair must send an email with the information listed below to the dean and the Associate Vice President for Academic Initiatives, copying Academic Personnel. Include the requisition number and your department name in the title of the email to facilitate the review process. The dean and Associate Vice President of Academic Initiatives will begin the review process once notified and strive to provide approval or feedback to the search committee chair within three business days.

Send the following information for approval

1. Confirmation that the recruitment plan has been followed;
2. A list of candidates interviewed in the screening process;
3. Screening interview summary/comparison. Please summarize the following information for each candidate:
 - a. Educational Background
 - b. Strengths
 - c. Most relevant experience
 - d. A summary of responses to the universal student success question
4. The list of finalists recommended for on campus interviews;

Verification of Degrees and Letters of Reference

The search committee should verify all post-secondary degrees before the campus visit by confirming receipt of unofficial transcript. Similarly, letters of reference from the candidate's on-list references should be received before the campus visit. Offers cannot be extended without these items, so delaying receipt of them might delay the offer date.

Preparing for the On-campus Visit

On-campus visits normally include other members of the department in addition to the search committee, as well as meetings with appropriate administrators. Broad participation in the on-campus interview process is desirable; however, in soliciting input from colleagues following the interviews, be aware that not everyone will be able to attend all candidate visits. Keep that in mind when taking feedback from colleagues and campus constituents into account. Ideally all members of the search committee should be present at formal interview events (e.g., interview with committee, formal presentations, etc.). If a committee member misses a candidate's visit, it may be necessary for the committee member to recuse themselves from the final vote.

It is important to represent the campus as it is and to highlight the Cal Poly mission. In most cases, mealtimes can be used as opportunities for informal interactions between the candidate and search committee members or others from the department. Candidates appreciate meeting with department students to learn from their perspective. Often, it is nice if a small group of students can meet with the candidates in a less formal setting such as a lunch meeting. The students that participate in the interview process may provide input to the search committee. At some point in the visit, make sure the candidate has the opportunity to receive answers to their questions about working in the department and living in the area.

The university's reputation and future recruitment success can be affected by the attitudes of unsuccessful candidates. Committees should foster a positive attitude about our campus and our community. Remember that, in addition to learning about the candidate, the candidate is eager to learn about us. We decide whether to extend an offer, and the candidate decides whether or not to accept. Therefore, it is important to leave the candidate with a positive impression of our university and community. Not only could you lose an excellent candidate as a result of a negative interview experience, you could also lose future candidates who hear tales of neglect or concerns with the interview process.

Finalists must each be given similar opportunities to interact and present themselves to the search committee and campus personally as well as professionally. Such things as the length of the campus visit; opportunities with administrators, students, and faculty; recreational opportunities; participation in social gatherings, etc., should be equal and similar in nature for all campus visits.

With the assistance of the search committee members, the department head/chair and the department administrative support staff, the search committee chair must ensure that all interview arrangements have been made and communicated with the candidate. The on-campus visit format will vary according to department and college policies and practices, but all visits should include a teaching and/or research presentation to the department's faculty, with time for Q&A. All candidates will also meet with the department head/chair and the dean or associate dean(s) of the college. Other activities might include an interview with the search committee and/or department faculty (follow the screening interview protocol); an opportunity for candidates to interact with students and/or advisory

boards; meetings with representatives from Faculty/Staff Associations or OUDI (at the candidate's request); a campus tour; an area tour; and informal meals with the candidate. A trained EEF must be in attendance at events involving faculty, including meals; if the designated EEF is unavailable, they should designate an alternate EEF (who must be up to date on the EEF training); an alternate suggestion is to have all members of the committee take the EEF training so as to have no issues regarding attendance. Candidates should not meet individually with department members; the EEF should attend any such meeting. The exception is the meeting with the department chair, the dean/associate dean, and any FSA members or OUDI; the EEF does not need to be present for those conversations.

Sample Interview Itinerary and Travel Arrangements

1. Travel and hotel arrangements;
2. A presentation (students can be invited; if feedback is solicited from attendees, please provide a form for that purpose);
3. A meeting with department faculty;
4. A meeting with students;
5. An interview meeting with the search committee;
6. A meeting with the department chair;
7. A meeting with the dean;
8. Department head/chair candidates may meet with the college department heads and chairs or the provost;
9. Meals with a variety of faculty and/or students;
10. A campus tour;
11. Discretionary time to prepare or relax;
12. Meeting with the staff member responsible for reimbursement forms;
13. Meetings with other persons or groups, such as Faculty Staff Associations.
14. For joint appointments or multidisciplinary recruitments, see Section XI for additional information about the interview process.

Prepare the Finalist for the On-Campus Visit

1. Share the detailed itinerary with each finalist prior to the visit.
2. Inform the finalists of expected presentations, the audience, and the topic.
3. Request any outstanding materials such as unofficial transcripts and letters of recommendation; appointments cannot be made without these materials, so it is best to collect them before the visit.
4. Ask all candidates if they require any accommodations as part of the interview and if they have any dietary preferences. Do not ask if the person has any dietary restrictions as this can lead to a discussion of religious background or medical conditions. The University is obliged to make reasonable accommodations during the interview process. Contact Academic Personnel with any questions about accommodations.
5. Provide candidates with local maps and information or brochures about the department, college, university and community.
6. Provide clear written procedures for the reimbursement of allowable travel expenses.

The search committee chair is responsible for compiling and distributing on-campus visit materials to all participants. These materials include the applicant CV/resume, interview schedule, interview

questions and/or presentation instructions, and other documentation such as a rating sheet or candidate assessment forms. The search committee chair and committee should read and become familiar with the Guide to Pre-Employment Questions for Faculty Positions and Interview Questions included in [Appendix D](#).

Confidentiality

Search committee members are responsible for maintaining strict confidentiality in all matters pertaining to applications, selection, and nomination. Applications, letters of reference, Universal Student Success Statement, transcripts, and evidence of teaching performance are to be made available only to tenured and probationary faculty in the department and should only be shared in a secure manner (e.g., a protected One Drive folder). A candidate's CV/resume may be shared with others whose opinions are sought in the hiring process and who will be meeting the candidate during the campus visit, such as lecturers, students, and staff.

Recommendations for Appointment and Making an Offer

For searches that are conducted for a single position, the nomination process begins after all campus visits have been completed and the search committee has identified the leading candidate(s). For searches with multiple positions, it is recommended that all interviews be concluded before any candidate is offered the position. The search committee reviews all information gathered about each final candidate and makes a recommendation regarding the nomination of candidates.

The committee and department chair's recommendation should divide the finalists into "recommended" and "not recommended" categories, and should provide an analysis of strengths and weaknesses for all finalists. If the committee has a strong first choice, or if they view only one candidate as acceptable, that should be conveyed. In some cases the dean may request a ranked list; if that is the case, the committee should still analyze the strengths and weaknesses of all finalists.

A simple majority vote is needed, but it is preferable that the committee form a consensus on the top candidate(s). The committee recommendation is first forwarded to the department head/chair who should indicate agreement or disagreement with the committee's recommendation and make a separate recommendation to the dean.

The appointing authority for academic positions is the college dean or equivalent administrator, and the final approval authority for all academic appointments is the provost. Upon reviewing the recommendations of the department, the dean makes their decision. Before proceeding with an offer, the dean or their designee (department chair) must conduct a reference check with the selected finalist's current supervisor if not already done by checking on-list references. The dean or designee should inform the selected finalist that they will be calling the supervisor. In some cases, the dean/designee may wish to call other supervisors, as well. For instance, if the finalist has held more than one faculty position, the dean/designee may want to phone the department chairs of all departments in which the finalist has worked.

Once the dean is satisfied with the supervisor reference check(s), they have the authority to negotiate terms of appointment with the finalist; under no circumstances should anyone who is not authorized by the dean to negotiate these terms make any offers or promises to a candidate. Matters that might be negotiated would include compensation, responsibilities of the position and other terms of appointment, service credit, moving expenses, start-up funding and initial workload reductions. In no

case should anyone ever discuss with a candidate a promise or prospect of early tenure or early promotion. Only the provost can award tenure and promotion and indicating otherwise or promoting any prospect of a candidate's ability to be appointed with service credit or to seek early tenure/promotion is potentially very misleading and could prove to be ultimately harmful to a new faculty member.

If a portion of the candidate's job responsibilities will be in a role such as director of a program or department chair, or in a named or endowed position partially or wholly funded by donor funding and/or carrying a different or additional set of expectations, the terms of appointment should include the duration of the special role, the review process associated with this role, and what would happen in terms of responsibilities and compensation if/when the individual moves out of the special role and into a full-time academic year instructional faculty position. Department heads/chairs and program directors serve at the pleasure of the dean and their appointments must clearly indicate that upon their request or the intention of the dean they can be reassigned to an academic year instructional faculty position even if they were hired into a chair position or hired with a 12-month appointment.

Joint appointment and multi-disciplinary appointment terms and conditions also may only be negotiated with the dean or the dean's designee. These points are best discussed with the appointing authority in the final stage of negotiations and are not the purview of the search committee. See Section XI: Joint Appointments and Multidisciplinary appointments for additional details about these types of appointments. The department must verify degrees and employment history prior to making an offer to a candidate.

The dean makes the final selection. The Dean's Office, in consultation with Academic Personnel, prepares the official offer letter, which is signed by the dean and sent to the nominee through PageUp. The dean or department head/chair shall notify department faculty of the results once the candidate has officially accepted the offer in PageUp.

Equity Considerations

Pre-employment inquiries that directly or indirectly seek certain types of personal information not related to candidates' qualifications may constitute evidence of employment discrimination and are prohibited. Some examples of areas of questions not appropriate to base employment decisions on include race, color, religion, national origin, ancestry, age, sex, gender identity, sexual orientation, marital status, pregnancy, mental disability, physical disability, medical condition and covered veteran status.

Whether seeking information directly from an applicant or from a third-party reference, be sure that the information is position-related and necessary to evaluate competence or qualifications for the position. A Guide to Pre-Employment Questions for Faculty Positions is found in [Appendix D](#). All members of the committee should be familiar with this guide.

Work Authorization and Visas

The California State University's policy is to consider all applicants for employment—United States citizens and non-citizens alike—irrespective of work authorization status at the time of the job application (HR 94-29, dated 10/14/94). This CSU policy allows campuses to consider unauthorized applicants, and then to assist them in obtaining appropriate work authorization before beginning their

employment. In addition, this means there is no valid reason to ask a candidate whether they are a citizen, and/or authorized to work in the United States.

All employees must have authorization to work in the United States at the time of employment, not at the time of the interview. Candidate questions regarding work permits should be referred to Academic Personnel.

The University will work with a candidate to obtain the appropriate visa once they have been appointed; however, responsibility for obtaining employment authorization belongs to the candidate. The University pays fees associated with obtaining an institutionally sponsored temporary H1B work visa. Appointees are expected to retain and pay their own attorney to assist them with the permanent residency (green card) process.

Post-Recruitment

Documenting and Archiving the Recruitment

Department Recruitment Archive

The department is responsible for gathering and maintaining the search archived materials for the three-year retention period. PageUp electronically maintains all of the materials submitted by applicants for three years and thus there is no need to print or separately archive any application materials from the candidates that were not hired. All department recruitment records are to remain confidential and must be transmitted by the search chair to the department head/chair to be maintained in the department office for three years after the vacancy is filled.

The department must upload electronic copies of the following materials to PageUp for retention purposes:

- copy of position vacancy announcements and all ads;
- candidate evaluation forms for all qualified candidates;
- finalist on-campus visit materials and approval memos including telephone reference check summaries, materials submitted to the dean and OUDI for approval, and OUDI's approval email;
- completed ratings sheets for on-campus candidates, copies of all comments submitted by non-committee members, a record of the search committee's actions;
- the search committee's hiring recommendation memo to the dean;
- the department chair's hiring recommendation memo to the dean; and
- completed final reference check summary.

Personnel Action File for New Employee

Hiring records including the application, cover letter, CV/resume, Universal Student Success Statement, letters of reference, and offer letter must be placed in the Personnel Action File (PAF) of the new hire and retained in the PAF throughout employment with Cal Poly. Official transcripts should be added as soon as received. The complete PAF should be retained according to the CSU retention policy.

Employment Equity Facilitator's Report

The department EEF is required to submit the Employment Equity Facilitator's Report to the Civil Rights and Compliance Office when the search requisition is closed. The EEF will receive an email directing them to complete the report, and a template for the report is available on the CRCO website.

Welcoming the New Faculty Member to Cal Poly

After successfully recruiting and appointing a new faculty member, the department chair and faculty should focus on onboarding and retaining that person. In addition to new faculty orientation, arrangements and opportunities for the individual should be made to facilitate an easy and comfortable transition to the university, department and the community.

Some tips for welcoming new faculty:

- Email new faculty members after they accept employment to see whether there is anything the department can do to facilitate their move.
- Know when the new faculty member is arriving in town.
- Welcome them and their family on the day they arrive.
- Help arrange a place for them to stay for a couple of days while locating a more permanent place to live.
- Provide a list of names and telephone numbers of department faculty and key offices in case they encounter problems or need assistance.
- Introduce the new faculty at appropriate department, college and university events.
- Departments are responsible for ensuring that offices, email, computer workstations, telephones, keys, etc., are readily available when the new faculty member arrives.
- Provide sample teaching materials if appropriate.
- Provide university, college and department personnel policies when they arrive.
- Assign a faculty mentor to the new faculty member.
- Department head/chair and mentor should inform the faculty member of the RPT requirements, including the preparation and submission of a Working Personnel File (WPAF) and Professional Development Plan (PDP) which is typically developed during their first quarter at Cal Poly.

The Center for Teaching, Learning, and Technology hosts a New Faculty Orientation for all new full-time faculty members immediately before Fall Conference. This orientation is designed to familiarize faculty with a broad view of the university, available services, teaching and professional development, and provides an introduction to important university policies. Additionally, Cal Poly is offering a Faculty Connections Program, a year-long university-wide faculty orientation program.

Cal Poly has partnered with the SLO Chamber of Commerce to help relocating employees. Visit the [SOAR website](#) for more information.

Guide to Reference Checks

Telephone References

At least two people are required to conduct reference checks. It is suggested that the search committee chair and department chair participate in the reference checks; other members of the search committee are also eligible to participate. The same people must do all reference checks for consistency and the questions selected should help the committee assess the candidate's qualifications and ability to be successful in the position.

Although three letters of recommendation are required for appointment, written or email communications do not substitute for telephone references. Rather, the information obtained in the letters of recommendation is supplementary and should be verified by the telephone reference checks. When making reference checks with a reference that has already submitted a written letter, it is best to let them know that you have read their letter and appreciate their comments. It is also helpful to let them know that you will be using a standard set of questions that are asked of all references for consistency, but they are free to share any relevant information.

Begin the telephone reference check with an overview of the position and expected responsibilities. Tested techniques indicate that references are more responsive if the conversation starts with simple and specific questions such as: How long have you known Dr. Garcia and please describe your relationship with Dr. Garcia? What courses do they usually teach? Do they have tenure?

Do not hesitate to ask follow-up questions for clarification or additional information if appropriate. Asking for a basis for one's assessment or judgment and requesting examples of personal observations can be very helpful. Be wary of responses that do not address the question directly. Changing the subject is frequently used as a way to avoid responding.

Before closing the conversation, be certain you know the opinion of the person you have called. A technique for accomplishing this objective when the reference has been ambiguous is to say either: "I take it that you recommend Dr. Jones very highly for this position" or "I take it that you do not recommend Dr. Jones very highly for this position." These statements, with slight modification, can also be useful for summarizing or concluding the conversation. The reference may be asked if they would hire the candidate for the position at their institution. In the same vein, when the dean (or designee) is interviewing current or former supervisors, a good final question is whether they would rehire the candidate if given the opportunity.

Sample reference check questions are included in [Appendix E](#).

As a courtesy, it is recommended that the committee chair first notify the potential finalists that the committee will begin contacting on-list references.

Information gathered from a candidate's phone reference checks is to be summarized and shared with the committee. Please do not document information that identifies any protected status or is not relevant to the qualification and duties of the position.

In rare cases, committees may find it necessary to verify important information that was not clearly provided by the candidate or their listed references. During the online application process the candidate authorizes the University to investigate all statements/information contained in this application. If there is a need to conduct off-list references, it should be communicated to the dean to cover in the final reference checking.

The dean (or designee) must conduct final reference checks with the selected candidate's current and former supervisors and other off-list references as appropriate. If these references have been contacted by the search committee and a summary of the reference check is provided to the dean, then the dean does not need to conduct an independent reference check. If the candidate has previously been employed as a faculty member, the dean must interview the candidate's department

chair and dean for each previous faculty position before an offer of employment may be extended. Always obtain the candidate's consent before speaking with representatives of their current employer.

Online Searches

Prior to bringing candidates to campus, committees may also conduct online reference searches for finalist candidates, for example using LinkedIn or a search engine. If a campus utilizes internet search engines as a part of the recruitment process, such searches must have consistent practices and adhere to state and federal laws. Campuses should be reminded that online searches are another tool used in the review of candidates' qualifications. Only information acquired based on the candidates' job-specific qualifications should be considered. In addition, it is important to validate information you may discover online since there are many unreliable online sources of information and conducting name searches via internet search engines is prone to mistaken identity. We recommend that you validate relevant information discovered through online reference searches through the telephone reference checks.

Background Checks

CSU policy requires background checks to be conducted on all final candidates for new hire after a conditional offer of employment has been made to and accepted by the final candidate. Academic Personnel will initiate the background check through PageUp.

Background Check Requirements

1. Criminal records check
2. Employment verification (prior employment within past 10 years)
3. Education verification
4. Professional Reference checks

A criminal conviction will not necessarily eliminate the applicant from consideration, depending on the nature of the conviction and the nature and duties of the position. Academic Personnel will evaluate these factors then determine and communicate the next steps that need to be taken, if any.

If job-related, additional checks, including credit report history checks, motor vehicle records/licensing checks, sex offender registry checks and/or professional licensing/credential verification, may be initiated as a part of the selection process.

This policy applies to the following:

1. All newly hired employees at Cal Poly, including faculty (full-time or part-time Unit 3 employees in any classification, including Extended Education instructors), staff and MPP employees. Among faculty classifications, coaches and counselors historically have been subject to background check requirements including LiveScan, due to legal requirements.
2. Any employees rehired into the same classification who have had a separation from Cal Poly of 12 months duration or longer AND who have not had a background check at Cal Poly within the past 12 months.

3. Other positions, if required by law or designated as a sensitive position, are also subject to the background check requirements (including student employees, volunteers, Special Consultants, and independent contractors who perform work for the campus). Campus members are responsible for ensuring that their employees, consultants and contractors have had background checks if they perform duties that would require the checks if performed by CSU employees.
4. Current CSU employees if under voluntary consideration for a position in which a background check is required by law or for a sensitive position (with limited exceptions).

For the purposes of this policy, sensitive positions are those designated by the CSU as requiring heightened scrutiny of individuals based on the potential for harm, concerns for safety and security, or risk of financial loss to the CSU community.

The Academic Personnel website, under “Policies and Procedures,” has links to the complete background check policy, sensitive positions checklist, and FAQ’s on the policy.

Joint Appointments and Multidisciplinary Searches

In recent years, there has been a desire to hire faculty with joint appointments and to hire faculty from multidisciplinary areas. Both situations complicate the recruitment, appointment and faculty personnel actions, thus requiring new policies and procedures to support these types of appointments. Both are discussed in detail below.

Joint Appointments

Either by the anticipated needs of the position or the candidate’s background, a joint appointment may be appropriate. There are faculty positions that, by their nature, require faculty to be recruited and appointed jointly between two academic departments or program areas within a college, or even across two colleges.

A faculty member can only seek tenure status in one department. When joint appointments are made between two academic departments or academic programs, then each of the departments’ tenured faculty, department heads or chairs, and deans must review the candidate’s application materials, participate in the recruitment and interview process and make a recommendation for the joint appointment.

The duties for any position with a joint appointment must be well defined before the appointment is made. Often faculty members with joint appointments have a higher service load, and without clear guidance, the expectation for the position may be inconsistent between the faculty in the home (tenure) department and faculty from the jointly appointed department or program. Similarly, there can be inconsistencies with the department chair(s) and dean(s) from the department(s) and/or program(s). It is best to include and document consideration for the funding of the position, how the work assignments will be determined, how much teaching will be performed for each department/program, and what the expectations are for service (including which weekly meetings the faculty member will be expected to attend and whether they will be expected to perform service

primarily for one department or both). Clear expectations will provide the faculty member with unambiguous direction and will reduce any unnecessary conflict that might later arise.

Multidisciplinary Searches

Departments and colleges have established several multidisciplinary degree programs, minors and concentrations and seek faculty candidates from diverse academic backgrounds to fill multidisciplinary tenure-track faculty positions. When the appointment may be in one of several academic departments, the recruitment must be run as a multidisciplinary search.

Multidisciplinary searches are those for which candidates from diverse backgrounds may apply. In many cases these are new positions, and the teaching assignment may not be directly related to a specific academic department. The successful candidate may seek an appointment with one of several possible departments, and not all of the potential departments may be in the same college.

When a multidisciplinary search is initiated, the advertisement must broadly identify all disciplines for which candidates may be considered. Each of the departments participating in the multidisciplinary search must elect a faculty committee of tenured faculty (probationary faculty elected may serve on the committee with the approval of the dean) for the purpose of reviewing and recommending individuals for probationary appointments in their department.

A college or university-wide committee will be appointed and include faculty representation from each of the participating department-elected faculty committees. The Dean may assign additional faculty, academic administrators or others to participate on this committee. This committee's primary responsibility is to identify candidates that meet the criteria for the multidisciplinary search and facilitate the review of these candidates for on-campus interviews with the appropriate home department faculty committees.

The college or university-wide committee will review applications and make recommendations to the department committees to consider candidates for screening interviews. If a candidate's home department is not obvious, given the candidate's academic and professional experience, the chair of the college or university-wide committee will contact the candidate to determine the appropriate department for which the candidate would seek appointment.

Once a set of candidates has been identified by the college or university-wide committee for a screening level of review, a list of these candidates will be given to each department for consideration. The department committee will determine if the candidates meet the qualifications for appointment in the department and confirm their support for advancing the candidates further in the interview process. The college or university-wide committee will then schedule screening interviews for all candidates under consideration.

After screening interviews and reference checks have been completed, the college or university-wide committee will identify a short list of candidates. The chair of the screening committee will then share the recommended short list of candidates with the dean(s) and department(s) for which the candidates will interview on campus. The tenured faculty from each department for which a finalist has been identified will review the candidate's application materials and vote to approve the candidate for an on-campus visit. If the department faculty recommend the candidate for an on-campus visit, the respective dean will review the candidate's application materials and, if appropriate, approve the finalist for an on-campus interview.

The on-campus interview format shall include an interview with the tenured faculty in the department for which the candidate is seeking appointment, as well as any other required interview presentations such as an open forum talk or teaching presentation. All candidates will also interview with the college or university-wide committee, the department head/chair, and the dean and associate dean(s) of the college for which the candidate is seeking appointment.

Following the on-campus interviews, and the on-list reference checks, the department faculty committee and department head/chair will make a recommendation to the dean for the appointment of the candidate, including any salary considerations, service credit or other details the department would normally consider with appointment. The college or university-wide committee will provide the dean(s) with a list of strengths and weaknesses for the candidate(s) for which the department faculty committee(s) recommended appointment. The dean(s) will review all input provided by each departmental faculty committee, the department head(s)/chair(s), and the college or university-wide committee before making a hiring decision. If there are viable candidates from more than one college, both college deans will meet with the provost to review the finalists before determining which candidate will be offered appointment.

When recruiting candidates for multidisciplinary searches, it may be appropriate to consider a joint appointment for the successful candidate. If a joint appointment is appropriate, the tenured department faculty, department head/chair, and dean from the department and college in which the candidate is not seeking tenure must be consulted and provide a positive recommendation prior to making a joint appointment.

APPENDIX A: Sample Vacancy Announcement

Philosophy Assistant Professor

PHILOSOPHY –The Philosophy Department at California Polytechnic State University in San Luis Obispo, CA, seeks applications for a full-time (academic year), tenure-track Assistant Professor to begin September 14, 2015. **Areas of Specialization:** Ethical theory in both the analytic and continental traditions, collective moral responsibility, twentieth-century continental philosophy. **Areas of Competence:** Greek philosophy, history of philosophy, applied ethics.

Candidates must be able to show a successful record of presenting and publishing in the AOS and also a successful record of full-time teaching at the university level in ethics, applied ethics and continental philosophy. Additionally, they must be able to present evidence of experience with curricular development, interest in participating in and expanding department-related extracurricular activities (e.g., coaching an Ethics Bowl team), and the ability to engage with an increasingly diverse student population.

Currently the department has eleven tenured or tenure-track philosophy professors, one religious studies professor, five nearly full-time lecturers, and three lecturers who teach about half-time. The department serves approximately 100 majors and 50 minors. The major program is expected to grow. The department's website is: <https://philosophy.calpoly.edu/>.

Cal Poly is committed to the teacher-scholar model in which faculty are expected to be excellent teachers, produce quality scholarship, and provide service to the institution. Preference will be given to applicants with an ability to engage in creative teaching methods, potential for a strong contribution to research, and superb communication skills. A Ph.D. in philosophy is required at time of hire. Salary is commensurate with qualifications and experience.

HOW TO APPLY: Interested applicants should complete the required online faculty application at WWW.CALPOLYJOBS.ORG and submit to Requisition #xxxxxx. Please attach to your online application the following required materials: a cover letter that describes teaching and research interests, curriculum vitae, Universal Student Success Statement (prompt: *Prompt:*

Cal Poly is a public, student-centered university that serves the diverse constituents of the state of California and has a strong emphasis on the teacher-scholar model. Please detail your approach to teaching and learning at the collegiate level, including evidence of experience with inclusive, accessible, and intentional teaching, to a wide variety of students and a description of how you will continue to develop this expertise at Cal Poly. Service or scholarship related to skills developed in these areas might also be included here.

, evidence of teaching effectiveness, and three letters of recommendation written in the last three years. Applicants must also provide names and email addresses for referees when completing the online application. A transcript may be attached to the above application or sent to the address listed for Requisition #xxxxxx. Official, sealed transcripts will be required prior to appointment.

REVIEW BEGIN DATE: Review of applications will begin on April 16, 2015 and continue until the position is filled. Completed applications (all required materials submitted) received by the REVIEW BEGIN DATE will receive full consideration.

This position is open and available to all regardless of race, sex, color, ethnicity or national origin. Consistent with California law and federal civil rights laws, Cal Poly provides equal opportunity in

education and employment without unlawful discrimination or preferential treatment based on race, sex, color, ethnicity, or national origin. Our commitment to equal opportunity means ensuring that every student and employee has access to the resources and support they need to thrive and succeed in a university environment and in their communities. Cal Poly complies with Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act, the California Equity in Higher Education Act, California's Proposition 209 (Art. I, Section 31 of the California Constitution), other applicable state and federal anti-discrimination laws, and CSU's Nondiscrimination Policy. We prohibit discriminatory preferential treatment, segregation based on race or any other protected status, and all forms of discrimination, harassment, and retaliation in all university programs, policies, and practices.

Cal Poly is a diverse community of individuals who represent many perspectives, beliefs and identities, and is committed to fostering an inclusive, respectful, and intellectually vibrant environment. We cultivate a culture of open dialogue, mutual respect, and belonging to support educational excellence and student success. Through academic programs, student organizations and activities, faculty initiatives, and community partnerships, we encourage meaningful engagement with diverse perspectives. As a higher education institution, we are dedicated to advancing knowledge and empowering individuals to reach their full potential by prioritizing inclusive curriculum development, faculty and staff training, student mentorship, and comprehensive support programs. At Cal Poly, excellence is built on merit, talent, diversity, accessibility, and equal opportunity for all.

ABOUT THE COLLEGE: California Polytechnic State University (Cal Poly) is a comprehensive polytechnic university with a strong commitment to its Learn by Doing philosophy. Cal Poly's College of Liberal Arts offers 17 highly selective Bachelor of Arts programs and 5 Master's degree programs with 250 full-time faculty and nearly 3,000 undergraduate majors. Our distinguished faculty is actively engaged in teaching, scholarship, and service. Cal Poly is among the most selective universities nationwide; student quality is high, with applications significantly exceeding admissions.

Publications:

jobs.calpoly.edu
Cal Poly Report
Higher Ed Jobs
Diverse Issues in Higher Education
CSU Careers
Philjobs.org
Phylo.info/jobs

APPENDIX B: Sample Recruitment Plan

Recruitment Plan for Requisitions #

Wine and Viticulture Department

February 12, 2015

Marianne McGarry Wolf, Professor and Interim Head, Wine and Viticulture Department

Department Head

1. The name of all professional journals and websites where the positions will be advertised:

- Winejobs.com
- American Society for Enology and Viticulture
- American Association of Wine Economists
- Academy of Wine Business Research
- Chronicle of Higher Education
- Higher Ed Jobs
- Diverse Issues in Higher Education
- CSU Careers
- Cal Poly Report

2. A description of all sources the committee will use to ensure that the vacancy announcement reaches a broad and diverse pool of candidates. Include strategies such as sharing at professional meetings, conferences, listservs, professional societies, etc.

Winejobs.com

- Winejobs.com is the largest source for jobs in the wine industry and reaches a large and diverse population
- For the period 2007 through 2013
 - There were 13,894 postings
 - 3,855 postings were in enology and winemaking (Wine Business Monthly, 2013 Salary Survey, October 2013).

American Society for Enology and Viticulture

- Formed in 1950, and originally composed of researchers from the University of California and California winemakers, the Society has held a steady growth over the years.
- They currently have
 - 2,400 members
 - a large and diverse population,
 - 100 Industrial Affiliates (companies),
 - and have three chapters: an Eastern U.S. Chapter (Eastern Section), a Pacific Northwest Chapter, and the Japan Chapter.
- The ASEV job list is the primary and standard source for job listings in the wine and viticulture professions.

American Association of Wine Economists

- The American Association of Wine Economists (AAWE) is a non-profit, educational organization dedicated to encouraging and communicating economic research and analyses and exchanging ideas in wine economics.

- Members of AAWE are economists from around the world — in academia, business, government, and research.
- They have a diverse set of contacts at universities and industry in all areas of the wine industry.

Academy of Wine Business Research

- The Academy of Wine Business Research is an international society among academics and scholars devoting their research (totally or partially) to economic, social and management issues of the wine sector.
- They have a diverse set of contacts at universities and industry in all areas of the wine industry.

Chronicle of Higher Education

- The Chronicle is the leader in higher education news.
- It has a job site, Vitae
 - Currently has 10,286 job postings

Higher Ed Jobs

- Has 1 million monthly visitors representing a diverse population.

Diverse Issues in Higher Education

- Diverse Corporate statement: "...The key to the achievement of this goal is knowledge and information about higher education. And when it comes to providing the information that underpins this, *Diverse: Issues In Higher Education* has been at the forefront for the past 30 years...."
- Currently has 7, 753 jobs posted

CSU Careers

- The CSU is now the largest university system in the country, with nearly 447,000 students and more than 45,000 faculty and staff members on 23 campuses.
- Advertising in CSU Careers will reach a diverse population.

Cal Poly Report

- Is a weekly Cal Poly Newsletter that reaches all faculty and staff.

3. A description of how the search committee will make their best efforts to attract a candidate pool that encompasses the full spectrum of talent and experience within the field. This may include utilizing professional contacts, reaching out to groups and sections within professional organizations, and leveraging networks associated with the department and college.

Outreach will be conducted at Professional meetings: American Society for Enology and Viticulture, American Association of Wine Economists. Search committee members will utilize their professional networks and will solicit recommendations for ad placement from the department as a whole (e.g., listservs related to sections of professional organizations they might belong to, and or other professional networks of individual members of the department).

We plan to send our ads to all major enology, viticulture and wine business Ph.D. programs in the

- U.S.

- Africa
- Asia
- Australia
- Europe
- New Zealand
- South America

4. At least one applicant screening question focused on the candidates' ability to work with a broad variety of students and colleagues from all backgrounds, including those that are different from them in some way. It is recommended that you use at least one of the questions provided in the Faculty Hiring Guide for this question.

“Please describe your experience teaching underrepresented students, and how does your teaching philosophy help all students to be successful?”

APPENDIX C

Philosophy Tenure Track Search Rubric 2015

	4	3	2	1	0
Scholarship in analytic ethics	Extensive publication and presentation	Substantial publication and presentation	Some publication and presentation	No publication but some presentation or no presentation and some publication	No publication or presentation
Scholarship in continental ethics	Extensive publication and presentation	Substantial publication and presentation	Some publication and presentation	No publication but some presentation or no presentation and some publication	No publication or presentation
Scholarship in collective responsibility	Extensive publication and presentation	Substantial publication and presentation	Some publication and presentation	No publication but some presentation or no presentation and some publication	No publication or presentation
Scholarship in continental philosophy	Extensive publication and presentation	Substantial publication and presentation	Some publication and presentation	No publication but some presentation or no presentation and some publication	No publication or presentation
Teaching in ethics	Significant experience teaching ethics with demonstrated excellence	Significant experience teaching ethics with demonstrated competence	Significant experience teaching ethics	Insignificant experience teaching ethics	No teaching experience at all or only unsuccessful teaching documented
Teaching in applied ethics	Significant experience teaching applied ethics with demonstrated excellence	Significant experience teaching applied ethics with demonstrated competence	Significant experience teaching applied ethics	Insignificant experience teaching applied ethics	No teaching experience at all or only unsuccessful teaching documented
Teaching in continental philosophy	Significant experience teaching continental philosophy with demonstrated excellence	Significant experience teaching continental philosophy with demonstrated competence	Significant experience teaching continental philosophy	Insignificant experience teaching continental philosophy	No teaching experience at all or only unsuccessful teaching documented
Background in the AOC	Extensive	Substantial	Acceptable	Marginal	Unacceptable
Experience with curriculum development	Considerable experience writing course proposals and other curriculum work	Some experience writing course proposals and other curriculum work	No experience writing course proposals but some other curriculum work	Some understanding of curriculum work	No experience or understanding of curriculum work
Experience with extracurricular activities	Considerable experience starting up, developing and managing extracurricular activities	Some experience starting up, developing and managing extracurricular activities	No experience starting up, developing or managing them but some experience of them as a faculty member	Some experience with extracurricular activities but only as a student	No experience with extracurricular activities
Indications of ability to engage with a diverse student body	Shows deep understanding of and experience with issues involved	Shows some understanding of and experience with issues involved	Shows limited understanding or experience with issues involved	Shows no understanding or experience with issues involved	Shows hostility toward issues involved
Has Ph.D. in philosophy at time of application	Yes				No

APPENDIX D: Guide to Pre-Employment Questions for Faculty Positions

BASIC RULE: All questions should relate directly to the requirements of the position.

SUBJECT	ACCEPTABLE INQUIRIES	UNACCEPTABLE INQUIRIES/COMMENTS
Name	Current legal name. Whether the applicant has worked under another name.	Inquiries about name that would seek to elicit information about the candidate's ancestry. Inquiries about name change due to a court order, marriage, or otherwise.
Residence Nationality	None.	Specific inquiries into foreign addresses that would indicate national origin, nationality of applicant. Whether applicant owns or rents home.
Marital and Family Status	Whether applicant can meet specified work schedules.	Inquiries indicating whether an applicant is married, single, divorced, engaged, has a domestic partner or significant other, living with someone, etc. Number of dependents. Number and age of children. Questions concerning pregnancy. Spouse's or parent's occupation and future plans.
Age	None	Any question/comment designed to discover an applicant's age. Cannot require that applicant state age or date of birth.
Education	Applicant's academic or professional training as it relates to job requirements. Inquiries into language skills only if required for the position.	Date last attended high school (reflects age).
Sex/Gender/Sexual Orientation	None	Any question directly or indirectly seeking information about an individual's sex, gender, sexual orientation, or identity, living arrangements, marital or dating status/history, domestic partner or significant other of the applicant.
Disability	Can ask an applicant questions about their ability to perform job-related functions.	General inquiries ("Are you disabled?") that would tend to reveal disability or health conditions that do not relate to fitness to perform the job.
Race and Color	None	Inquiry as to applicant's race, color of skin, eyes, or hair or other questions directly or indirectly indicating race or color.
Weight and Height	Inquiries about an applicant's ability to perform a specific essential function.	Any inquiry/comment not based on actual job requirement.
Religion	No acceptable inquiry.	Any question requesting the applicant's religious affiliation, church, rabbi, pastor, or religious holidays observed.

SUBJECT	ACCEPTABLE INQUIRIES	UNACCEPTABLE INQUIRIES/COMMENTS
Pregnancy	No acceptable inquiry.	Any questions concerning pregnancy or birth control.
Citizenship or Birthplace	No acceptable inquiry.	Citizenship, immigration status, or birthplace of applicant, applicant's parents, spouse, or other relatives. Requirement that applicant submit a birth certificate, naturalization or baptismal record before employment. Any other inquiry to indicate or identify national origin, ethnicity, or religious creed.
Work Status/Visa	No acceptable inquiry.	Any questions regarding eligibility to work in the United States.
Organizations	Any question into applicant's membership in organizations which the applicant considers relevant to their ability to perform the job.	Asking what organizations, clubs, and societies the applicant belongs to that are not relevant to their ability to perform the job (political, social, religious, etc.)
Ancestry	Languages applicant reads, speaks or writes fluently, ONLY IF related to position description.	Names or relationship of persons with whom applicant resides. Whether applicant owns or rents home. Any inquiry into foreign addresses that would indicate national origin.
Medical	None.	Any inquiry about medical conditions, medical history. Also, questions for probing about family medical history.
Military Experience	Inquiries about education, training or work experience gained in U.S. Armed Forces if needed for employment history.	Type or condition of military discharge. Experience in other than U.S. Armed Forces. Request for discharge papers.
Photograph	None	No request for a photograph may be made prior to acceptance of employment offer.
Arrests and Convictions	Inquiry into actual convictions that reasonably relate to fitness for a particular position. Background checks are conducted after the contingent offer is made and the applicant has accepted.	Any inquiry relating to arrests.

Interview Questions

- **Behavioral interview questions:** Behavioral interviewing techniques probe beyond superficial answers, requiring candidates to assess themselves and recall examples of behavior. Most behavioral questions are formed as either self-appraisal queries or situational queries:
- **Open-ended questions:** These questions require an explanation from the candidate. Open-ended questions begin with words such as "what," "why," "how," "describe," and "explain."
- **Neutral questions:** Neutral questions do not reveal a bias toward an acceptable or correct answer.
- **Yes or no questions:** Use questions that can be answered with a "yes" or "no" to confirm information you already have. In general, use these types of questions sparingly because they don't add new information.
- **Follow-up questions:** After a candidate answers a question, follow up with another question that probes the candidate's attitudes or delves further into the issue. For example, you may start with a broad question: "What are your responsibilities as the administrative assistant?" A candidate may respond with a list of duties such as: answer phones, type, keep the calendar, arrange travel, and file documents. Although this information confirms the resume, it does not give information about the relationship with the supervisor, consequences of actions, or pride in work output.

Appendix E: Faculty Background and Reference Check Record

CAL POLY

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Faculty Background and Reference Check Record

Reference and Employment Checks

- *Search committee (minimum of 2 members) shall conduct reference checks with on-list references (minimum of three on-list references).*
- *Dean/designee shall conduct reference checks with supervisor of current position (chair or dean if academic) and with chair and/or dean of all previous academic positions.*

Candidate Name:	Recruitment Number:	Department:
Person(s) performing check:	Role: Search Committee: <input type="checkbox"/> Chair <input type="checkbox"/> EEF <input type="checkbox"/> Member(s): # _____ <input type="checkbox"/> DH/DC <input type="checkbox"/> Associate Dean <input type="checkbox"/> Dean	

<input type="checkbox"/> On-List Reference <input type="checkbox"/> Employer:	Name/Title of Person Contacted:	Date Called:
Position(s) Held by candidate (verified by referee):		Dates of Employment (can be approximate):
Reference satisfactory: <input type="checkbox"/> Yes <input type="checkbox"/> No	Summary - overall impression of candidate's ability to perform the job described:	

TIPS: *Unless you have already informed candidates during the interview that their references will be contacted, inform them now that you intend to contact their references before conducting the reference checks.*

When contacting references, begin by identifying who you are and why you are calling (candidates signed a waiver on the application that authorizes you to contact their references). You will find that you are most likely to get detailed responses if you first give a brief overview of the position that the candidate is being considered for at Cal Poly. If you are having trouble reaching one or more of the references listed, contact the candidate for alternate reference information.

All information, including reference check notes and information, and employment verification must be submitted to Academic Personnel with the appointment package, and will be retained by the Records Custodian in Academic Personnel. Please review the suggested questions, delete any questions you do not intend to ask, and add any questions you do intend to ask. When speaking to the reference, complete the Response fields for those questions asked with a summary of the response, and submit all pages of this document, including employment dates where available to Academic Personnel with the hiring proposal package.

One form should be completed for each of the On-List References (three minimum) by two or more members of the committee, and a separate form should be completed by the dean or designee for each the Off-List References contacted. See following page for **Sample Reference Check Questions**.

Sample Reference Check Questions

Position Description: (Insert relevant position description language here.)

1. Are you familiar with the _____ position and job responsibilities at Cal Poly? **[If not, describe the position or read the Position Description to the reference]**
2. Please describe your relationship to the candidate, and include how long you've known the candidate.
3. Please describe the candidate's strengths and provide examples if possible.
4. Please describe areas that may be challenges (or weaknesses) for the candidate. Please provide examples if possible.
5. Do you believe that the candidate would make strong contributions to the _____ Department at Cal Poly?
6. Can you provide an example that highlights the candidate's ability and skills to lead _____ programs, demonstrate their commitment to the academic success of students, their management experience, and their ability to develop external relations? **[This question should be customized to the duties of the position being filled. If they don't have an example, then ask the reference if he or she thinks the candidate could do those things]**
7. Please describe the candidate's work ethic and ability to collaborate with various campus and community constituents.
8. Are there any other things that we have not discussed that you feel we should know about the candidate?
9. Would you hire this candidate again, if given the opportunity?