Procedure for Recruiting Tenure-Track Faculty

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I. Introduction

Cal Poly seeks to recruit, retain, and engage a highly talented and diverse faculty who will advance the mission of Cal Poly and the mission of the CSU. The purpose of these procedures is to assist academic departments in their efforts to recruit the best qualified candidates for tenure-track faculty positions at Cal Poly while ensuring that the search process produces broad and diverse candidate pools and that all aspects of the process are non-discriminatory.

This document is intended to provide assistance to search committees 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 (www.calpolyjobs.org).

Cal Poly provides training opportunities to all individuals who will be involved with faculty searches. In addition to the training for all search committee participants, every search committee must have a trained Employment Equity Facilitator. It is especially important that members of search committees and others involved in the recruitment process comply with established campus policies.

Cal Poly wishes to acknowledge the Office of Faculty Affairs at CSU Fresno for their willingness to share their Guidelines for Recruiting Tenure-Track Faculty which was reviewed and used as a template for this document. CSU guidelines for conducting tenure-track searches were also consulted and referenced in the creation of this document. Campus feedback regarding this document should be addressed to the Academic Personnel office (academicpersonnel@calpoly.edu). Specific questions regarding the faculty recruitment process may be addressed to your academic recruitment specialist or to:

Al Liddicoat  
Associate Vice Provost  
Academic Personnel  
aliddico@calpoly.edu

The typical search process has three phases: pre-recruitment, recruitment, and screening and selection. Each of these areas is covered in this document with many examples and references to assist the search committee as they prepare for and undergo the recruitment process. An overview of the recruitment process is included in Appendix A.
II. Cal Poly’s Diversity* Statement and Sustainability Statement

Cal Poly’s Diversity* Statement

*The definition of diversity is specifically inclusive of, but not limited to, an individual’s race/ethnicity, sex/gender, socioeconomic status, cultural heritage, disability and sexual orientation.

At the heart of a university is the responsibility to provide its students with a well-rounded education, an education that fosters their intellectual, personal and social growth. For students preparing to embark upon work and life in the 21st century, a critical element of a well-rounded education is the ability to understand and to function effectively in a diverse and increasingly interdependent global society. As noted in a statement from the American Association of University Professors (AAUP), “the argument for the necessity of diversity is perhaps stronger in higher education than in any other context . . . The ultimate product of universities is education in the broadest sense, including preparation for life in the working world.” In this regard, it is in the compelling interest of Cal Poly, the State and the nation to provide our students with an education that is rich with a diversity of people, ideas, perspectives and experiences.

Thus, diversity serves as a fundamental means to enhance both the quality and value of education. It cannot be a mere adjunct to such an education, but must be an integral element of the educational experience, infused throughout the community (faculty, students, and staff), the curriculum and the co-curricular programs of the University. We must be dedicated to the principle of ensuring that all of our students routinely encounter diverse people, ideas, and experiences.

As a university whose motto is “to Learn by Doing,” Cal Poly explicitly understands the importance that experience brings to education. When students are exposed personally and directly to faculty, staff and other students from diverse backgrounds, their stereotypes about “the others” are challenged. Such personal interactions give students an understanding of the range of similarities and differences within and among groups that no textbook or computer can provide. For this reason, both the formal and informal classroom (i.e., the rich learning experiences that occur for our students during their co-curricular activities) must be constituted in a way that reinforces the value of encountering and considering diversity.

Moreover, diversity in the curriculum is a fundamental component of a well-rounded and beneficial education. The perspectives provided by the University are contingent upon the content and purpose of its courses. Since the curriculum is the principal expression of our educational goals and values, it should signal the importance of diversity to the Cal Poly mission, to the institutional culture and to our teaching and learning environment in clear and unambiguous terms.

Only through intellectual and first-hand personal exposure to diversity in its myriad forms—racial, ethnic, cultural, gender, geographic, socio-economic, etc.—will students gain the understanding, empathy and social skills that they will require to be effective, engaged citizens in an increasingly crowded and interrelated global community. The benefit of diversity is universal. Cal Poly’s commitment to diversity signals an affirmation of the
highest educational goals of this university, including mutual respect, civility, and engaged learning.

**Cal Poly’s Sustainability Statement**

In 1987, the United Nations’ World Commission on Environment and Development defined sustainable development as, “development which meets the needs of current generations without compromising the ability of future generations to meet their own needs.” In 2009, Cal Poly’s Academic Senate adopted a more academically focused definition of sustainability with the passage of Sustainability Learning Objectives:

“Cal Poly defines sustainability as the ability of the natural and social systems to survive and thrive together to meet current and future needs. Cal Poly students should be able to consider sustainability when making reasoned decisions. Students should be able to:

- Define and apply sustainability principles within their academic programs
- Explain how natural, economic, and social systems interact to foster or prevent sustainability
- Analyze and explain local, national, and global sustainability using a multidisciplinary approach
- Consider sustainability principles while developing personal and professional values”

As a comprehensive polytechnic university with a hands-on, Learn-by-Doing pedagogy, Cal Poly offers a wide breadth of academic programs in technical disciplines, the arts, and humanities. A Cal Poly education seeks to achieve two distinct but complementary goals – technical knowledge and proficiency in a chosen discipline to prepare for the workplace, and a transformative exposure to diverse cultures and critical thinking to create life-long learners and responsible global citizens.

By definition, sustainability seeks to balance three things - protection of the natural environment, healthy economy, and social justice and equity. As a framework in higher education, sustainability helps foster critical and systems thinking, development of personal and professional ethics, a commitment to environmental stewardship, and inspires students to make positive contributions to human society.

As a Charter Signatory to the Second Nature Climate Commitment, Cal Poly is committed to achieving carbon neutrality and climate resilience as soon as possible, and is infusing this work into curriculum, research, and student experience. To achieve these goals, Cal Poly seeks to recruit faculty with a passion for sustainability and demonstrated experience bringing the topic into the classroom and laboratory.
III. 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 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. Lecturers, technical 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 diverse search committees wherever possible. 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.

No faculty committee has a greater opportunity to make profound and long-term changes in an academic department than a search committee. The search committee acts on behalf of the entire department.

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, the department may elect tenured 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.
6. The committee must select an EEF that has been trained in the last two years.
7. When a joint appointment, interdisciplinary appointment or multidisciplinary position is being recruited, tenured 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 process training; training must be renewed every two years to be eligible to serve on search committees.
2. Development and review of the position vacancy announcement, recruitment plan, candidate evaluation form, search timeline and job requisition;
3. Review the department and college criteria for appointment and all policies governing the search before beginning the recruitment.
4. Members of search committees should be aware of potential sources of conflict of interest (for example, serving as a reference for a candidate as well as a member of the committee). In some cases, recusal may be the most appropriate action.
5. Candidate Review – all committee members must:
   a. Read ALL application submissions that include the candidate’s application, cover letter and CV/resume;
   b. Participate actively in committee meetings;
   c. Evaluate candidates based on the candidate evaluation form and job requisition;
   d. Participate in all screening interviews.
6. Participate actively in the campus interview process and in hosting candidates.
7. Participate 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 or Director of Equal Opportunity.

Search Committee Chair Responsibilities

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

1. Attend required search committee process training and assure all committee members 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 ARPT 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 CalPolyJobs website and candidate application materials as necessary;
6. Oversee the completion and submission of all recruitment materials, approvals and forms;
7. Correspond with candidates in a timely manner;
8. Request additional application information from candidates if appropriate. Remember to treat all candidates consistently and fairly;
9. Arrange committee meetings to review application materials;
10. Identify two or more members of the search committee to conduct the reference checks on finalists and report summary of information to the committee and dean; The department chair may serve as one of the two faculty members conducting the reference checks.
11. Schedule interviews and campus visits as appropriate;
12. Host candidate visits;
13. Ensure that candidates are properly reimbursed for expenses;
14. Keep candidates informed of the search’s progress;
15. Perform other duties as needed to complete a timely and successful search.
16. Represent the department, college and university professionally with candidates and references. Your interactions may form a lasting impression of Cal Poly.

In addition, it is the search committee chairs responsibility to communicate with the candidates during the process. Clear communication with the candidates has a critical bearing upon recruitment success. Candidates usually understand that commitments cannot be made “early” and that the process takes time. The search committee chair should communicate with the candidates to keep them informed of the timeline and next steps in the process:

1. An acknowledgement letter should be sent promptly to all applicants upon receipt of their materials. It is recommended that this letter also contain information about the search committee’s projected time frame. Requests for additional material, if needed, may also be included but all candidates should be treated consistently and fairly.
2. Once the date for submitting materials has passed, if an applicant is unqualified and not under consideration, it is a good practice to notify them as soon as possible.
3. We do not recommend telling qualified applicants that they have been rejected until the search has closed; however, keep them informed of the status of the search.
4. Keep active candidates informed in advance regarding screening interviews and campus visits. Candidates appreciate communication, and it is good for the search’s ultimate success.

**Employment Equity Facilitator (EEF) Responsibilities**

The responsibilities of the EEF include the responsibilities of all search committee members listed above and entail assuring and certifying the integrity of the search process, including:

1. Attend required trainings (search committee training, unconscious bias training and EEF training);
2. Be aware of the current composition by gender, ethnicity and other demographics of the department conducting the search;
3. Fully participate in the recruitment process from its initial stages to completion while keeping the Director of Equal Opportunity informed of any issues, concerns or questions that arise;
4. Attend **ALL** search committee meetings, committee interviews and search committee interview dinners and lunches;
5. Ensure that the recruitment plan includes efforts to attract well-qualified candidates representative of the diverse pool;
6. Ensure that the recruitment plan is followed throughout the search process, and certify that there were no equity violations of the recruitment plan and/or search protocol before an offer is made;

7. 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;

8. Review screening interview questions and monitor questions asked for appropriateness during the interview process including during informal social events such as dinner gatherings. Refer to Appendix F: Guide to Pre-Employment Questions for Faculty Positions and Interview Questions.

9. Communicate problems or violations of university policy to the committee and/or Director of Equal Opportunity as soon as possible.

10. Submission of completed Employee Equity Facilitators’ Report to the Office of Equal Opportunity. A template for the report is available on the following website: http://www.equalopportunity.calpoly.edu/content/eef.
IV. Pre-Recruitment

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, an academic recruitment specialist assists the department and dean/hiring manager with the recruitment process. The academic recruitment specialist 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 academic recruitment specialist will also work closely with the search committee chair and the department head/chair to ensure the search committee members and department faculty comply with established campus policies, and Academic Personnel processes and guidelines including legally permissible employment inquiries (background and references checks).

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 (OUD&I) approves the Recruitment Plan.

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

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 is both a key recruitment tool and a mechanism for defining the pool of people who might apply. Considerable care and attention should therefore be given to developing the position vacancy announcement.

The position vacancy announcement should include the job title and working title, anticipated academic rank, description of duties, required qualifications, preferred qualifications, desirable experience, and general information about the department and its instructional programs, the college, and the University.

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 Appointment, Retention, Promotion and Tenure documents). The position vacancy announcement is typically created by the department faculty and vetted by the search committee chair, department chair, and dean before final review by the OUD&I, Provost, and Academic Personnel prior to opening the job requisition. Generally the position vacancy announcement should be prepared during the spring quarter.
Recommendations to keep in mind when developing the position vacancy announcement:

✓ 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.

✓ 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 beginning of the appointment cannot be appointed in that position.

✓ 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.”)

✓ 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.

✓ 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. Advertising at “open rank” may attract a broader pool of candidates including more senior applicants.

✓ 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 B.

a. **Position Description:** In the position description 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. Information about potential interdisciplinary cohort involvement may be included. 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.**
The following language is normally required in every tenure-track vacancy announcement and is built into the tenure-track job requisition templates on CalPolyJobs:

Specific assignments will depend on department needs. Outcomes assessment and Learn by Doing are important components of the University curriculum. Faculty members are also expected to engage in service activities at all levels of the university and to provide academic and professional advising to students. The successful candidate will be expected to communicate effectively and work cooperatively with students, faculty, staff, and administration.

b. 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, teaching 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.

i. Academic Preparation: State the minimum academic qualifications. An earned doctorate or earned terminal degree for the discipline is required for all tenure-track positions. Please review the department and college appointment/ARPT policy 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 interviewed or hired. To broaden the candidate pool, the department could require a “Ph.D. in Kinesiology or a closely related field.”

Here is an example of a typical statement of required qualifications: “An earned doctorate (Ph.D.) in Kinesiology or related field from an accredited institution or international equivalent is required for appointment.

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1 Accreditation must be granted by one of the six recognized regional associations that accredit public and private schools, colleges, and universities in the United States (i.e., WASC, MSA/CHE, NEASC-CIHE, SACS, NCACS, and NASCC).
Vacancies may also be open to candidates nearing doctorate completion. “All But Dissertation” (ABD) is a mostly unofficial term identifying a stage in the process of obtaining a research doctorate. When a student is ABD, s/he has completed the preparatory coursework, qualifying examinations, comprehensive examinations, and may have defended his or her dissertation proposal. To complete the degree, the student must carry out the proposed research and write the dissertation that defines a Ph.D. or equivalent research doctorate.

Search committees that allow ABD candidates to apply will need to obtain documentary evidence of ABD status from the candidate’s university prior to an on campus interview. If an earned doctorate is required for appointment to a tenure-track position, only candidates with completed doctorates (that have been verified as having been granted prior to the appointment start date) may be appointed.

When a department wishes to consider ABD candidates, it must be stated in the vacancy announcement. The following is an example of a statement of consideration of ABD applicants: “Candidates nearing completion of the doctorate (ABD) may be considered, but must provide proof that the doctorate was completed prior to the start of appointment.”

ii. 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 standard 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.

iii. 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 candidates with a demonstrated excellence in university level teaching and research (commensurate with time since degree) along with knowledge and experience in a related field.

c. Application Materials to Be Submitted: In addition to the online faculty application submitted via CalPolyJobs, applicants must submit a current CV, cover letter and 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. Teaching Philosophy
6. Evidence of teaching effectiveness
7. Summary of Cal Poly or CSU courses previously taught
8. Cal Poly courses for which the candidate is qualified and interested in teaching
9. Course materials and syllabi
10. Student Evaluations
11. Professional Goals
12. Evidence of Research, Scholarship or Creative Activities
13. Required license or certificate
14. Awards/commendations
15. Portfolio
16. Other

It is not advisable to require letters of reference from all candidates for searches with anticipated large pools. Committees may request letters of reference from a list of potential screening candidates, semifinalists or finalists. A minimum of three letters of reference supplied directly by references will be required for appointment. 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, visit WWW.CALPOLYJOBS.ORG, complete a required online faculty application, apply to requisition #123456, and attach (1) a cover letter, (2) resume/curriculum vitae, (3) summary of courses taught, and (4) copy of transcripts. Please be prepared to provide three professional references with names and email addresses when completing your application. For full consideration, please apply by the review begin date of January 12, 2015. Applications received after this date may be considered. For additional information contact: the search committee chair, Dr. Smith, at (805) 756-1234.
Selected applicants will be required to submit sealed official transcripts of highest degree prior to appointment.

The committee may move ahead with screening and selecting candidates for screening interviews and campus visits 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 at that time are also given full consideration.

d. Diversity Statement: All Cal Poly vacancy announcements must include the appropriate long, short or abbreviated diversity statements listed below.

Diversity Statement for use in advertising and job requisitions:

At California Polytechnic State University, San Luis Obispo, we believe that cultivating an environment that embraces and promotes diversity is fundamental to the success of our students, our employees and our community. Bringing people together from different backgrounds, experiences and value systems fosters the innovative and creative thinking that exemplifies Cal Poly’s values of free inquiry, cultural and intellectual diversity, mutual respect, civic engagement, and social and environmental responsibility.

Cal Poly’s commitment to diversity informs our efforts in recruitment, hiring and retention. California Polytechnic State University is an affirmative action/equal opportunity employer.

Diversity Statement for use in shortened advertisements:

Cal Poly's commitment to diversity informs our efforts in recruitment, hiring and retention. California Polytechnic State University is an affirmative action/equal opportunity employer.

Diversity 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.

EEO
e. Advertising Requirements:

All advertisements must include:

- The title(s) of the position; (e.g., Assistant Professor, Associate Professor, etc.), or may state “all ranks will be considered depending on qualifications”;
- Duties of the positions such as teaching, scholarship and service;
- Required and preferred (if applicable) qualifications; and
- Approved university diversity and inclusivity statement or “EEO” in abbreviated ads.

Example Short Ad Text:

**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 09-14-2015. For details, qualifications, and application instructions (online faculty application required), visit WWW.CALPOLYJOBS.ORG and apply to requisition #123456. Review Begin Date: 01-12-2015. EEO.

Once the requisition is complete and approved, Academic Personnel will place advertisements in Higher Ed Jobs, Diverse Issues in Higher Education, CSU Careers and the Cal Poly Report. Advertisements placed in Higher Ed Jobs by Academic Personnel meet the university requirement to publish in a national professional journal. 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 Developing 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, as well as 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 diversity of the applicant pool. The recruitment plan might include advertising in a journal targeted to a group that’s underrepresented in your department; advertising on a targeted website, doing targeted mailings, for example, to Historically Black Colleges and Universities with doctoral programs in the field; contacting individual faculty and administrators at Minority Serving Institutions (MSIs); or utilizing existing networks within your department, school/college and the university.

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 minimum:

1. The name of all professional journals where the position will be advertised;
2. A description of all sources the committee will use to ensure that the vacancy announcement will be brought to the attention of a diverse pool of candidates (e.g., publication in a targeted journal, on a targeted website or through targeted outreach);
3. Additional outreach/details such as professional meetings, conferences, listservs, professional societies, networks, targeted Ph.D. programs and other online advertising and dissemination of the position vacancy announcement;
4. Plans to utilize professional contacts and networks within the department and college to attract a qualified and diverse pool of candidates;
5. A description of how the search committee will represent or support diversity and inclusivity; and
6. At least one applicant screening question focused on the candidates’ ability to successfully teach a diverse group of students.

During the screening interviews, search committees are required to ask one question to assess each candidate’s ability to work effectively with students, faculty and staff from diverse backgrounds. The committee may decide to use one of the sample questions included below 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 OUD&I:

**Diversity Screening Questions:**

1. *How might you contribute to the university’s mission to create and sustain diverse perspectives and an inclusive environment?*

2. *Please describe your experience teaching diverse students, and how does your teaching philosophy help diverse students be successful?*

3. *Describe your definition of diversity, equity, and inclusion. Why is it important to think about these concepts in a faculty position?*

4. *How do you foresee yourself contributing to Cal Poly’s mission of creating and sustaining diverse communities and an inclusive environment?*
5. **What does it mean to commit to diversity, equity, and inclusion? How would you apply your commitment at Cal Poly?**

6. **How have your experiences prepared you to advance our institution’s commitment to diversity and inclusion?**

7. **What does diversity and inclusion mean to you?**

8. **In what ways have you attempted to advance your understanding of diversity, equity, and inclusion issues? Can you provide specific examples of how you have applied that knowledge to your teaching, research, and/or service?**

**Teaching-Specific Diversity and Inclusion Questions**

1. **What strategies have you used to foster inclusion and equity in your courses? This could include course design, as well as interactions with students.**

2. **Please describe an experience you have had that demonstrates your sensitivity to the culturally diverse backgrounds of students.**

3. **What steps have you taken, or would you take, to remove potential barriers to academic success that may be experienced by some underrepresented minority students?**

4. **Cal Poly has a commitment to embracing diversity and fostering inclusion. What are some of the ways you strive to make students from culturally diverse backgrounds feel included through your teaching and mentoring?**

5. **Please describe your strategies for expanding students’ knowledge of, and ability to work productively with, others who have cultural/ethnic identities and experiences different from their own.**

**Research-Specific Diversity and Inclusion Questions**

1. **How have you included diversity and inclusion in your professional development? How have you demonstrated what you have learned?**

2. **In what ways have you incorporated diversity, equity, and inclusion in your research activities? Why was it important to do so?**

**Service-Specific Diversity and Inclusion Questions**

1. **In what ways have you fostered diversity, equity, and inclusion through service activities? What motivated you to do these types of activities?**

2. **Have you done any diversity-related service activities? How did these activities foster equity and inclusion?**

3. **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 Cal Poly Jobs. A sample recruitment plan is included in Appendix C.**
NOTE: Failure to submit or follow the approved Recruitment Plan constitutes 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, as well as 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 D.

Recruitment Timeline

The search committee establishes the timeline and search milestones. A sample recruitment timeline template is included in Appendix E, which includes the following activities:

1. Draft vacancy announcement, recruitment plan, candidate evaluation form and search timeline;
2. Elect search committee and committee chair, and identify EEF;
3. Search committee, dept. head/chair and EEF attend trainings;
4. Recruitment plan approved, requisition opened and all ads placed;
5. Application review begins (review begin date);
6. All applications reviewed by all search committee members and candidates are grouped by level of interest or ranked;
7. Screening interviews completed;
8. Two or more faculty participating in the search shall conduct reference checks for on-list references prior to on-campus visit. Notify candidates when you begin on-list reference checks;
9. On-campus visit list submitted to dean;
10. Dean (or designee) completes final reference checks before finalists visit campus; Additional reference checks may be conducted after finalist visit campus if appropriate. Notify candidate before beginning final reference checks.
11. On-campus visit requests submitted to OUD&I and Provost;
12. Campus visits and interviews scheduled and conducted;
13. Search committee summary and recommendation completed;
14. Nomination package sent to the dean;
15. Dean makes offer to candidate;
16. Offer accepted by candidate;
17. Initiate background check process; and
18. Notify unsuccessful candidates.
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 *Cal Poly Jobs*.

Enter the following information into the job requisition:

1. The long and short advertisements including advertising venues;
2. Position description containing the duties and responsibilities of the position;
3. Qualifications for the position;
4. Application materials to be submitted;
5. Diversity 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 *Cal Poly Jobs* and place advertisements in *HigherEdJobs, 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. If a search committee desires solicitation of reference letters from ALL applicants, the department should contact Academic Personnel for further information, and must be prepared to accept responsibility for answering questions from applicants or references associated with the reference letter upload process relative to their particular recruitment. Academic Personnel will forward any calls or emails related to the reference letters to the department contact listed in the job requisition. 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.

V. 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 the position to invite as finalists for on-campus interviews. When the search committee is large, they may delegate the screening step 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.

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 begin date or closing date has passed, and all materials submitted or updated prior to these dates must be considered. All members of the screening committee must review at a minimum, the application, cover letter, and CV/resume for all candidates who submitted a complete application before holding deliberations to screen or select candidates.

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. 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 rankings of the screening committee members are combined and discussed, after which the screening committee identifies a list of semifinalists. If the screening committee is a subcommittee of the search committee, they should share their recommendation with the full search committee before scheduling screening interviews with the 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 conference (e.g., Skype) prior to recommending a group of finalists to be invited to the campus for a formal interview with the search committee, the department faculty, dean and other campus constituents.

If the department chooses to hold preliminary interviews at a disciplinary conference, all members of the screening committee must attend the interviews. If a candidate is already known to committee members (e.g., internal applicant), it is not permissible to skip steps in the process for that individual or to treat the individual differently than other candidates.
Campus practice is to give all internal candidates who meet the required qualifications an initial screening interview. It is required that the format for this interview be consistent for all candidates in order to treat all candidates fairly and equitably.

For each search, on-list reference checks are required prior to inviting candidates to campus. Two or more members of the search committee shall conduct the on-list reference checks before the search committee selects candidates for an on-campus visit. The department chair may serve as one of the two faculty conducting reference checks if appropriate. Later, the dean (or designee) will be responsible for conducting additional reference checks from the current and past employers. For more details on the reference check process, see the Reference Checks section below.

Screening Process Overview

1. **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.

2. **Application Review.** The screening committee and department chair should review application materials online through *Cal Poly Jobs*.

3. **Candidate Evaluation Form.** The screening committee should complete the candidate evaluation form to score candidates on their qualifications, as described in the job requisition and position vacancy announcement.

4. **Screening Interview Questions and Ratings Sheet.** The screening committee must develop a set of interview questions and a ratings sheet to assess the candidates based on the qualifications specified in the job description and vacancy announcement.

5. **Employment Equity Facilitator Role.** The EEF should be present during all search committee meetings, screening and search committee interviews, and committee social events such as dinners and lunches. It is not necessary for the EEF to attend individual interviews with the department head/chair or the dean.

6. **Record.** Record the actions taken on each candidate, for example, indicate which candidates did not meet the minimum qualifications, which were identified as possible candidates for screening interviews, and which candidates were interviewed. Identify those that were recommended as finalists.
VI. Selecting Finalists and the On-Campus Visit

In the interview process, the most qualified applicants will be interviewed on 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.

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 him/herself from the final vote.

Remember that a significant purpose of the visit is to recruit the candidate. Take the opportunity to highlight the benefits of working for Cal Poly, such as the CalPERS pension plan, strong academic programs with excellent students, special programs and initiatives, distinctions, and so forth. The visit might include a tour of the campus as well as the surrounding area, a meeting with a benefits person, and other activities that have no bearing on selection but serve to represent the campus as a desirable place to work.

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 negative interview experience, but you could also lose future candidates who hear tales of neglect or concerns with the interview process.
Dean and OUD&I On-Campus Interview Approval Process

Prior to inviting candidates to an on-campus interview, approval must be obtained from the Dean and the OUD&I must verify that the recruitment plan was followed and complete. The search committee chair must send an email with the information listed below to the Dean and a second email to the Director of OUD&I and copy Academic Personnel. Include the requisition number and your department name in the title of the email to facilitate the review process. The Director of OUD&I 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 Dean the following information for approval:

1. The list of finalists recommended for on-campus interviews;
2. A list of candidates interviewed in the screening process;
3. Screening interview summary/comparison (see details below);
4. Completed candidate evaluation form for all candidates;
5. Summary of at least three on-list telephone references for recommended finalists;
6. Letters of reference;
7. Verification of all post-secondary degrees; and
8. If candidate is ABD, estimated completion date verified with dissertation chair.

Send the OUD&I the following information for approval (cc: Academic Personnel):

1. Confirmation that the recruitment plan has been followed;
2. The list of screened candidates and finalists recommended for on-campus visits;
3. Screening interview summary/comparison. Please summarize the following information for each candidate:
   ✓ Educational Background
   ✓ Strengths
   ✓ Most Relevant Experience
   ✓ Explanation of how the candidate will support and enhance diversity at Cal Poly;

Verification of Degrees and ABD Status

The search committee should verify all post-secondary degrees before the campus visit. This can be done online through the National Student Clearinghouse. For information on services and pricing, visit www.studentclearinghouse.org. Alternately, a search committee may require that unofficial transcripts of graduate work be provided prior to the interview.

Search committees should verify the status of ABD candidates to ensure that the candidate has advanced to candidacy. The search committee chair should speak with the candidate’s dissertation chair to ensure that s/he is making satisfactory progress toward completion by the appointment begin date. Evidence of ABD status must be submitted to the dean with the request for an on-campus visit for an ABD candidate. A candidate cannot be appointed to a tenure-track position without obtaining the required degree, as evidenced by submission of official transcripts prior to the appointment begin date.
Preparing for the On-campus Visit

The interview process should provide the candidate an opportunity to learn about the institution and the department, and the expectations and responsibilities of the position. Interviews should assess the match between the duties of the position as described in the position vacancy announcement and the qualifications of the candidates. Teaching experience, research, and other professional interests as well as accomplishments can be explored in depth.

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.

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 interview format shall include an interview with the department or program faculty and talk or teaching presentation that is open to the campus community. All candidates will also interview with the search committee, the department head/chair, and the dean or associate dean(s) of the college for which the candidate is seeking appointment.

Interview Itinerary and Travel Arrangements

1. Travel and hotel arrangements;
2. A presentation (students should be invited; some departments provide students with feedback forms to complete);
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;
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 as deemed appropriate.
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. Ask the candidate if s/he requires an accommodation as part of the interview or if s/he has 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 the Director of Equal Opportunity with any questions about accommodations.
4. Provide candidates with local maps and information or brochures about the department, college, university, and community.
5. Provide clear written procedures for the reimbursement of allowable travel expenses.

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

Confidentiality

Search committee members are responsible for maintaining strict confidentiality in all matters pertaining to applications, selection, and nomination. Application, letters of reference, summaries of telephone reference checks, transcripts, and evidence of teaching performance are to be made available only to tenured and probationary faculty in the department. 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.

Recommendations for Conducting Interviews

1. Start with introductions and try to put the candidate at ease.
2. Ask questions related to the stated qualifications for the position that;
   o Assess the candidate’s qualifications with the stated criteria in the job requisition;
   o Explore the candidate’s technical and professional preparation;
   o Identify skills deemed essential for success as an effective teacher; and
   o 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 F: 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 his/her 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. Questions such as, “Does anyone have any final questions?” alert the candidate that the interview is coming to a close. It is good practice to reserve sufficient time at the end of the interview to ask the candidate if s/he would like to ask any questions of the group.

Recommendations for Appointment and Making an Offer

The nomination process begins after all campus visits have been completed and the search committee has identified the leading candidate(s). The committee reviews all information gathered about each final candidate and makes a recommendation regarding the nomination of candidates.

The committee and department chairs recommendation should divide the finalists into “recommended” and “not recommended” categories, and provide an analysis of strengths and weaknesses for all finalists. If the committee had a strong first choice, or if they viewed 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 concurrence 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. The appointing authority (Dean) has the authority to negotiate terms of appointment once the top candidate has been selected; 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 service credit, 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 and the nomination is then forwarded to Academic Personnel and the Provost for review. 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. The dean or department head/chair shall notify department faculty of the results once a signed offer letter has been sent.

VII. Reference Checks

Guide to Telephone References

A minimum of 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. Jones and please describe your relationship with Dr. Jones? What courses does he/she usually teach? Does he/she 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 he/she would hire the candidate for the position at their institution. In the same vein, when the dean 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 G.

1. **Telephone Reference Checks:** Before finalists are approved for campus visits, two or more members of the search committee should conduct on-list reference checks using EEF approved reference check questions.

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

3. 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.

4. The committee may proceed with scheduling campus interviews **only after completion of on-list reference checks for the potential finalists and receipt of approval to invite finalists from OUDI and the dean.**

5. 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.

6. 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 his/her 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 the final candidate and accepted.**

**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.

**The policy applies to:**

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.

VIII. Equity Considerations and Processing Visas

Employment 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 F. 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 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.
IX. Documenting and Archiving the Recruitment

Recruitment Record Retaining Requirements

Federal anti-discrimination laws addressing the retention of hiring records include Title VII of the Civil Rights Act of 1964, Age Discrimination in Employment Act, and the Americans with Disability Act. These laws require the CSU to:

- Retain hiring records for each position for three years from the date the position was filled unless the files are being held longer as described below. Hiring records include, but aren’t limited to, job advertisements and postings, all applications and CV/resumes considered for the position, and background check information (reference checks, background check, internet searches, or credit checks).
- If there is a pending charge or lawsuit claim of discrimination against the CSU, retain all relevant hiring records until final disposition of the case.
- Retain all relevant hiring records for three years after the adverse impact is eliminated, if there was an adverse impact found in the selection process.

To determine the records retention period and disposition schedule, please refer to: http://www.calstate.edu/recordsretention/documents/personnel_payroll.pdf.

Personnel Action File for New Employee

Hiring records including the position vacancy announcement (Cal Poly Jobs faculty position flyer report), applications, CV/resume and letters of reference associated with the successful candidate must be placed in the Personnel Action File (PAF) of the new hire, and retained in the PAF throughout employment with Cal Poly. The complete PAF should be retained until five years after separation or retirement from the university.

Department Recruitment Archive

The department is responsible for gathering and maintaining the search archived materials for the three year retention period. Cal Poly Jobs 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 two years after the vacancy is filled.

Recruitment Archive – The department must retain paper or electronic copies of the following materials:

1. Copy of position vacancy announcements and copies of all advertisements including circulars, web, magazines, journals, newspapers, mailing lists, flyers used at conferences, etc.;
2. Finalist on-campus visit materials and approval memos, including
   a. Telephone reference check summary;
   b. Materials submitted to dean and OUD&I requesting approval for finalist visit
   c. OUD&I approval memo/email.
3. On-Campus Interviews
a. Completed ratings sheets;
b. Copies of all comments submitted by non-committee members;
c. Record of search committee actions.

4. Copy of memo to dean requesting hire:
   a. Search committee’s hiring recommendation to the dean;
   b. Department head/chair’s recommendation to the dean;
   c. Completed final telephone reference check summary;

Employment Equity Facilitator’s Report

The department EEF is required to submit the Employment Equity Facilitator’s Report to the Office of Equal Opportunity when the search requisition is closed. A template for the report is available on the Equal Opportunity website: http://www.equalopportunity.calpoly.edu/content/eef.

X. Welcoming the New Faculty Member to Cal Poly

After successfully recruiting and appointing a new faculty member, attention must 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 new faculty will prefer considerable assistance, while others will prefer to be left to their own initiative.

Some tips for welcoming new faculty:

- Make regular calls to 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 him or her 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 to ensure that office accommodations, 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 Academic Personnel office sends a welcome packet to each new full-time faculty member (tenure-track and lecturers) after they have accepted their appointment. This packet
includes a letter from the President welcoming the faculty member along with informational materials pertinent to incoming faculty employees is included in the packet. Benefits information is sent to new faculty by the Human Resources office.

The New Faculty Orientation for all new full-time faculty members occurs during 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.

Cal Poly has developed a web page to provide Prospective and New Faculty with helpful information about the university and the San Luis Obispo area. The web address is: www.calpoly.edu/faculty/newfaculty.html.

XI. 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 of these 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. An example that falls into this category includes the appointments for Computer Engineering Program faculty. At Cal Poly, the Computer Engineering Program is an interdisciplinary program that is not completely located within a single academic department intentionally. All tenure-track faculty members hired into the Computer Engineering Program must have a joint appointment in an academic department for which they will seek tenure.

The Computer Engineering discipline overlaps significantly with Computer Science and Electrical Engineering and all of the faculty members recruited into the Computer Engineering Program must be given a primary appointment in one of these two academic departments. At the time Computer Engineering appointments are approved, it is determined in which department the successful candidate would be appointed, and the requisition is written up, identifying that the position is a joint appointment between the Computer Engineering Program and an academic department. For example, the advertised position might be a joint appointment between the Electrical Engineering Department and the Computer Engineering Program. In this case, the Electrical Engineering Department will be considered the home department for which the applicant seeks tenure status.

The Computer Engineering Program has developed appointment, retention, promotion, and tenure policies and procedures that govern the recruitment, appointment and RPT processes for faculty hired with joint appointments in the Computer Engineering Program. The recruitment process follows the procedures in the home department for which the position is being advertised, with the exception that tenured Computer Engineering Faculty outside of
the home (tenure) department may also be elected to participate in the recruitment process and serve on the peer review committee for the faculty members with joint appointments in the Computer Engineering Program.

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, 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.

XII. Appendices

APPENDIX A: Recruitment Process Overview

Pre-Recruitment

1. The dean notifies the department when the Provost has approved the initiation of a faculty search.
2. Department faculty are responsible for developing the vacancy announcement, the recruitment plan, the recruitment timeline and the candidate evaluation form for approval by OUD&I. An ideal suggested timeframe for this is the spring quarter preceding the search, which will allow advertising to commence over the summer, the search committee’s activities to commence early in fall quarter, leading up to an offer in early to mid-winter quarter.
   a. The department faculty, or a subcommittee of the faculty, should draft the vacancy announcement.
   b. The recruitment plan shall include journal ad(s), online ad(s), recruitment activities and outreach intended to develop a viable, strong and diverse pool of qualified candidates.
   c. Prepare an estimated timeline of activities and deadlines.
   d. A candidate evaluation form or spreadsheet to use when evaluating prospective candidates.
3. Department administrative assistant and/or department chair enters the job requisition information, including the vacancy announcement and the recruitment plan drafted by the faculty directly into CalPolyJobs.
   a. Once complete, the job requisition is submitted by the department head/chair to the dean, Provost, OUD&I, and for final review by Academic Personnel before it is opened.
   b. Once approved by OUDI, Academic Personnel opens the recruitment and the department is notified by the system–generated email to post the advertisements, copying from the appropriate fields in the approved job requisition.

Recruitment

4. Postings and Advertisements
   a. Standard postings of the advertisement placed by Academic Personnel include: Higher Ed Jobs; Diverse Issues in Higher Education; CSU Careers; and the Cal Poly Report.
b. The department is responsible to ensure that all additional advertisements are placed and all recruitment plan activities are executed prior to screening candidates.

5. The department tenured and probationary faculty shall elect the search committee from the tenured faculty. Department heads/chairs serve as a separate level of review but may fully participate during the screening and interviewing of candidates. Probationary faculty may serve on the search committee if elected by the department faculty and approved by the dean.
   a. The search committee elects a chair.
   b. The search committee composition must include an Employment Equity Facilitator (EEF) from the approved list of currently trained tenured/probationary faculty EEFs.

6. All search committee members, including the EEF and department chair, must attend required training. Upon request, Academic Personnel provides search committee training that covers the search process and procedures, the Office of Equal Opportunity conducts the EEF training and OUD&I will conduct unconscious bias training that is available to all search committee members.

7. It is the responsibility of all department faculty to support the outreach efforts to attract a diverse and strong pool of candidates and to remove unintended barriers that may limit the pool or candidate success.

8. Search committee chair communicates as appropriate with candidates. This may include apprising candidates of the status of their application and the search process.

9. Search committee chair regularly updates the department chair and dean of search progress.

Screening and Selection

10. **All members** of the search/screening committee must review the application, curriculum vitae and cover letter for **all applications submitted** by the review begin date or closing date.

11. Search committee generates a list of qualified candidates for screening interviews.
   a. A consistent set of questions shall be used for all interviews, which must include an approved diversity question. Sample diversity questions are included in the Recruitment Plan section of this document.

12. Screening interviews are conducted by the search committee and department head/chair. The EEF must be present for the screening interviews.

13. Once the candidate’s permission to check on-list references is obtained, two or more members of the search committee shall conduct telephone reference checks for on-list references using a list of reference check questions approved by the EEF. The department chair may serve as one of the two people conducting reference checks. At a minimum, reference checks should be conducted for all the candidates that are being considered for on-campus interviews. The search committee chair, or department head/chair, shall inform the candidate that they will conduct on-list
reference checks before contacting the references. The reference checking subcommittee shall summarize the appropriate information and share it with the search committee, department chair and dean.

14. When a candidate is ABD status during the recruitment and the timing of the required terminal degree is anticipated to be close to the begin date of the appointment, verify the anticipated date of degree award/posting, preferably with the candidate’s dissertation committee chair or other appropriate official.

15. Candidates must 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. The letters of reference may be requested earlier in the process if the department chooses to do so. If the recruitment is anticipated to have a large candidate pool, it is recommended not to require letters of reference for all candidates.

On Campus Interviews

16. The screening and finalist list of candidates are forwarded to OUD&I and Academic Personnel, along with brief descriptions of finalists’ qualifications and answers to the diversity question asked in the screening interview, before the finalists may be invited to campus. The EEF must confirm that all elements of the recruitment plan have been followed. OUD&I reviews the finalist information provided along with the overall candidate pool, requests any additional information needed and notifies the search committee chair, dean and Academic Personnel when appropriate that the interview process may proceed to finalist interviews. OUD&I strives to complete the review within three business days after receiving complete documentation.

17. Search committee submits a list of candidates for on-campus interviews to the dean for approval prior to inviting finalists for campus visits. The search committee shall provide documentation supporting their recommendation.

18. Search committee chair schedules and prepares for finalist visits.

19. For searches that are conducted for a single position, on-campus interviews must be completed for ALL finalists before search committee may make hiring recommendations. For searches with multiple positions, it is recommended that all interviews be concluded before any candidate is offered a position.

20. Search committee deliberates and records final recommendations on candidates.

21. The department chair will make a separate hiring recommendation to the dean.

22. Dean (or designee) conducts final reference checks including current and previous supervisors such as department heads/chairs and deans before finalizing hiring recommendation. Inform the finalist(s) prior to making off list reference checks.

23. In consultation with the Provost, the dean as the appointing authority will determine/approve salary, service credit, appropriate rank and all other terms/conditions of the appointment. The dean (or designee) will communicate the offer to the candidate verbally/via email, and receives verbal/email acceptance of offer, or revises the offer as appropriate.
24. The background check should be initiated by contacting Academic Personnel after the verbal/email acceptance of the contingent offer.

25. The college personnel analyst prepares the official offer letter and emails it to Academic Personnel for review. Following AP review/response, the entire hiring package and new employee PAF containing all application materials (including 3 letters of reference and informal transcripts), the AP101, AP101-A, and official offer letter is sent to Academic Personnel for approval and processing (AP will obtain the Provost’s approval).

26. When official offer is accepted in writing, search committee chair notifies unsuccessful candidates. It is recommended that the search chair or department chair personally call all candidates that participated in interviews. Email notifications may be used for candidates that were not interviewed. Once all applicants have been notified and their statuses have been changed, contact Academic Personnel to close/fill recruitment.

27. Note that degree conferral and official transcripts for terminal degree are required prior to the start of appointment. Include transcript contingency in offer letter 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 start of appointment in order to activate contingency plans if needed (including obtaining a letter from degree-granting institution certifying award and posting date of terminal degree if transcripts aren’t yet available).

Post Recruitment

28. Search committee chair prepares search records for archival. The records should be maintained confidentially in the department office for the three year retention period.

29. EEF certifies that the recruitment plan has been followed and sends to the Director of Equal Opportunity the Employment Equity Facilitator’s Report.

30. Department faculty and dean prepare for and welcome the new faculty member!
APPENDIX B: 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: [http://cla.calpoly.edu/phil.html](http://cla.calpoly.edu/phil.html).

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 application. Salary is commensurate with qualifications and experience.

**HOW TO APPLY:** Interested applicants should complete the required online faculty application at [WWW.CALPOLYJOBS.ORG](http://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, evidence of teaching effectiveness, 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 #xxxxx. 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.

At California Polytechnic State University, San Luis Obispo, we believe that cultivating an environment that embraces and promotes diversity is fundamental to the success of our
students, our employees and our community. Bringing people together from different backgrounds, experiences and value systems fosters the innovative and creative thinking that exemplifies Cal Poly's values of free inquiry, cultural and intellectual diversity, mutual respect, civic engagement, and social and environmental responsibility. Cal Poly's commitment to diversity informs our efforts in recruitment, hiring and retention. California Polytechnic State University is an affirmative action/equal opportunity employer.

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:
    calpolyjobs.org
    Cal Poly Report
    Higher Ed Jobs
    Diverse Issues in Higher Education
    CSU Careers
    Philjobs.org
    Phylo.info/jobs
APPENDIX C: 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 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 recruiting sources the committee will use to ensure that the vacancy announcement will be brought to the attention of and solicit a diverse pool of candidates. Speak to the ways the above publications target or attract diverse populations, including any info or stats on diversity of readership.

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
      o 2,400 members
         ▪ a large and diverse population,
      o 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. Additional outreach/details such as professional meetings, conferences or journals.
Outreach will be conducted at Professional meetings: American Society for Enology and Viticulture, American Association of Wine Economists.

4. Plans to utilize professional networks within the department/college to attract a qualified and diverse pool of candidates.

   - We plan to send our ads to all major enology, viticulture and wine business Ph.D. programs in the
     - U.S.
     - Europe
     - Australia
     - New Zealand
     - South America
     - Africa

5. A description of how the search committee will represent or support diversity and inclusivity.

   Our hiring committee will be elected through the CAFES Dean’s Office. The current WVIT Department represents gender diversity well, given that the department head and half of the tenured faculty are female. We plan to have a committee that represents diversity on ethnicity, immigration status, gender, and age. We maintain a commitment to diversifying faculty, staff, and students on campus. The chair of the department conducts research on gender inequality in the work force. Thus, we are familiar with the academic research on diversity and inclusivity.

6. Include at least one applicant screening question focused on the candidates’ ability to successfully teach a diverse group of students.

   “Cal Poly is primarily a teaching institution; please describe your teaching philosophy and what you see as your role in interacting with a diverse population of students. What are some of the courses you foresee developing?”
### APPENDIX D: Sample Candidate Evaluation Form

#### Philosophy Tenure Track Search Rubric

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

The search committee establishes the timeline and search milestones. The dates may be changed based on the timeline for each specific search.

<table>
<thead>
<tr>
<th>Deadline</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring Quarter</td>
<td>Draft vacancy announcement, recruitment plan, candidate evaluation form and search timeline;</td>
</tr>
<tr>
<td></td>
<td>Elect search committee and committee chair, and identify EEF;</td>
</tr>
<tr>
<td></td>
<td>Search committee, dept. head/chair and EEF attend trainings;</td>
</tr>
<tr>
<td>Sept-Oct</td>
<td>Recruitment plan approved, requisition opened and all ads placed;</td>
</tr>
<tr>
<td></td>
<td>Application review begins (review begin date);</td>
</tr>
<tr>
<td></td>
<td>All applications reviewed by all search committee members and candidates are rank order;</td>
</tr>
<tr>
<td></td>
<td>Screening interviews completed;</td>
</tr>
<tr>
<td></td>
<td>Two or more faculty participating in the search shall conduct reference checks for on-list references prior to on-campus visit. Notify candidates when you begin on-list reference checks;</td>
</tr>
<tr>
<td></td>
<td>On-campus visit requests submitted to OUD&amp;I and Dean;</td>
</tr>
<tr>
<td></td>
<td>Campus visits and interviews scheduled and conducted;</td>
</tr>
<tr>
<td></td>
<td>Search committee summary and recommendation completed;</td>
</tr>
<tr>
<td>Early February</td>
<td>Nomination package sent to the dean;</td>
</tr>
<tr>
<td></td>
<td>Dean (or designee) completes final reference checks before extending offer to selected finalist (notify candidate before beginning final off-list reference checks.)</td>
</tr>
<tr>
<td>Early March</td>
<td>Dean makes offer to candidate;</td>
</tr>
<tr>
<td></td>
<td>Offer accepted by candidate;</td>
</tr>
<tr>
<td></td>
<td>Background check is initiated;</td>
</tr>
<tr>
<td></td>
<td>Notify unsuccessful candidates.</td>
</tr>
</tbody>
</table>
**APPENDIX F: Guide to Pre-Employment Questions for Faculty Positions**

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

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>ACCEPTABLE INQUIRIES</th>
<th>UNACCEPTABLE INQUIRIES/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Current legal name.</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Whether the applicant has worked under another name.</td>
<td></td>
</tr>
<tr>
<td>Residence</td>
<td>Place of residence.</td>
<td>Specific inquiries into foreign addresses that would indicate national origin, nationality of applicant. Whether applicant owns or rents home.</td>
</tr>
<tr>
<td>Nationality</td>
<td>Length of residence in current city.</td>
<td></td>
</tr>
<tr>
<td>Marital and Family Status</td>
<td>Whether applicant can meet specified work schedules.</td>
<td>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.</td>
</tr>
<tr>
<td>Age</td>
<td>None</td>
<td>Any question/comment designed to discover an applicant's age. Cannot require that applicant state age or date of birth.</td>
</tr>
<tr>
<td>Education</td>
<td>Applicant’s academic or professional training as it relates to job requirements. Inquiries into language skills only if required for the position.</td>
<td>Date last attended high school (reflects age).</td>
</tr>
<tr>
<td>Sex/Gender/Sexual Preference</td>
<td>None</td>
<td>Any question directly or indirectly seeking sex, gender, sexual preference, orientation, or identity, living arrangements, marital or dating status/history, domestic partner or significant other of the applicant.</td>
</tr>
<tr>
<td>Disability</td>
<td>Can ask an applicant questions about his or her ability to perform job-related functions.</td>
<td>General inquiries (“Are you disabled?”) that would tend to reveal disability or health conditions that do not relate to fitness to perform the job.</td>
</tr>
<tr>
<td>Race and Color</td>
<td>None</td>
<td>Inquiry as to applicant’s race, color of skin, eyes, or hair or other questions directly or indirectly indicating race or color.</td>
</tr>
<tr>
<td>Weight and Height</td>
<td>Inquiries about an applicant’s ability to perform a specific essential function.</td>
<td>Any inquiry/comment not based on actual job requirement.</td>
</tr>
<tr>
<td>Religion</td>
<td>No acceptable inquiry.</td>
<td>Any question requesting the applicant’s religious affiliation, church, pastor, or religious holidays observed.</td>
</tr>
<tr>
<td>SUBJECT</td>
<td>ACCEPTABLE INQUIRIES</td>
<td>UNACCEPTABLE INQUIRIES/COMMENTS</td>
</tr>
<tr>
<td>-------------------------</td>
<td>----------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>Pregnancy</td>
<td>No acceptable inquiry.</td>
<td>Any questions concerning pregnancy or birth control.</td>
</tr>
<tr>
<td>Citizenship or Birthplace</td>
<td>No acceptable inquiry.</td>
<td>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.</td>
</tr>
<tr>
<td>Work Status/Visa</td>
<td>No acceptable inquiry.</td>
<td>Any questions regarding eligibility to work in the United States.</td>
</tr>
<tr>
<td>Organizations</td>
<td>Any question into applicant’s membership in organizations which the applicant considers relevant to his/her ability to perform the job.</td>
<td>Asking what organizations, clubs, and societies the applicant belongs to that are not relevant to his/her ability to perform the job (political, social, religious, etc.)</td>
</tr>
<tr>
<td>Ancestry</td>
<td>Languages applicant reads, speaks or writes fluently, ONLY IF related to position description.</td>
<td>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.</td>
</tr>
<tr>
<td>Medical</td>
<td>None.</td>
<td>Any inquiry about medical conditions, medical history. Also, questions for probing about family medical history.</td>
</tr>
<tr>
<td>Military Experience</td>
<td>Inquiries about education, training or work experience gained in U.S. Armed Forces if needed for employment history.</td>
<td>Type or condition of military discharge. Experience in other than U.S. Armed Forces. Request for discharge papers.</td>
</tr>
<tr>
<td>Photograph</td>
<td>None</td>
<td>No request for a photograph may be made prior to acceptance of employment offer.</td>
</tr>
<tr>
<td>Arrests and Convictions</td>
<td>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.</td>
<td>Any inquiry relating to arrests.</td>
</tr>
</tbody>
</table>
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.

[http://blink.ucsd.edu/HR/supervising/hiring/staff/questions.html](http://blink.ucsd.edu/HR/supervising/hiring/staff/questions.html) August 2011
Appendix G: Faculty Background and Reference Check Record

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.

<table>
<thead>
<tr>
<th>Candidate Name:</th>
<th>Recruitment Number:</th>
<th>Department:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Person(s) performing check:</th>
<th>Role: Search Committee:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Search Committee:</td>
<td>Chair</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>On-List Reference Employer:</th>
<th>Name/Title of Person Contacted:</th>
<th>Date Called:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Position(s) Held by candidate (verified by referee):</th>
<th>Dates of Employment (can be approximate):</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Reference satisfactory:</th>
<th>Summary - overall impression of candidate’s ability to perform the job described:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

AP Use Only:

<table>
<thead>
<tr>
<th>Cleared Criminal Records Check</th>
<th>Education – Transcripts Verified</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>BGC Coordinator:</th>
<th>Date:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Position Fill Date:</th>
<th>Disposition Date (three years after Fill Date):</th>
</tr>
</thead>
</table>

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 his/her commitment to the academic success of students, his/her management experience, and his/her 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?