# SEARCH PROCESS: START TO FINISH

<table>
<thead>
<tr>
<th>Task</th>
<th>Additional Information</th>
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<tbody>
<tr>
<td><strong>HIRING PROPOSAL AND ALLOCATION (Spring – early Summer)</strong></td>
<td>Committee members should have record of achievement or currency in the search field, reflect SDSU's commitment to diversity, and have no conflicts of interest. Temporary faculty, students, and staff may only serve in advisory or support roles. Any changes to the search committee must be voted on by the department/school and referred to OERC and Faculty Advancement.</td>
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<tr>
<td>Depts/Schools</td>
<td>Elect search committees of minimum three (3) tenured/tenure-track faculty members.</td>
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<tr>
<td>Dept/School Search Committee</td>
<td>Members meet with Office of Employee Relations and Compliance (OERC) to ensure committee diversity and to review policies and procedures, including implicit bias management.</td>
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<tr>
<td>Dept/School Search Committee</td>
<td>Members complete CSU training for Implicit Bias.</td>
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<tr>
<td>Dept/School Search Committee</td>
<td>Develop long and short job advertisements, recruitment plan, search criteria (including BIE criteria), and required application materials.</td>
</tr>
<tr>
<td>Dean</td>
<td>Review, approve, and submit to OERC the search committee roster, job advertisements, recruitment plan, search criteria, and required application materials.</td>
</tr>
<tr>
<td>OERC</td>
<td>Review and approve plans and documents and forward to Faculty Advancement for posting.</td>
</tr>
<tr>
<td>Faculty Advancement</td>
<td>Generate Interfolio URL and enter search committee members. Post position on Inside Higher Ed, SoCal HERC, Diverse, and CSU and SDSU HR websites.</td>
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<tr>
<td>Dept/School Search Committee</td>
<td>Learn Interfolio, if necessary.</td>
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<tr>
<td>Dept/School Search Committee</td>
<td>Implement recruitment plan by posting advertisements to professional publications and networks, circulating “dear colleague” letters, and reaching out to potential candidates in the UC Chancellor's Postdoctoral Fellowship directory.</td>
</tr>
<tr>
<td>Dept/School Search Committee</td>
<td>Create automated application acknowledgement in Interfolio.</td>
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*Departments and schools complete Request for New Tenure-Track Position Form, to be reviewed and ranked by Dean, then forwarded via the AVPAA-RM to the Academic Senate Tenure-Track Planning Committee. Committee recommends hire allocations to the Provost. Provost allocates hires, including BIE, and notifies Deans, who receive VPAA# from AVPAA-RM via email and initiate search.*
<table>
<thead>
<tr>
<th><strong>Dept/School Search Committee</strong></th>
<th><strong>Screen applications via Interfolio using established criteria and star ranking system,</strong> as required by OERC for certification. Send rejection message to candidates who do not meet the minimum criteria for the position.</th>
<th>Chair updates Interfolio position status to “Reviewing Applications,” instructions <a href="#">here</a>. See <a href="#">suggested rejection language</a>.</th>
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<tbody>
<tr>
<td><strong>Dept/School Search Committee</strong></td>
<td>Submit “shortlist” of candidates to be interviewed to Dean and OERC (<a href="mailto:oerc.facultysearches@sdsu.edu">oerc.facultysearches@sdsu.edu</a>).</td>
<td>Chair updates Interfolio applicant status for candidates selected to “Shortlist,” instructions <a href="#">here</a>.</td>
</tr>
<tr>
<td><strong>OERC</strong></td>
<td>Certify pool/approve short list after reviewing search records.</td>
<td>See <a href="#">Guidelines for Asking Questions During the Search Process</a>. Chair updates Interfolio position status to “Interviewing Finalists” and applicant status to “Skype/Phone Interview.” Approval needed from AVPFA to proceed with fewer than 3 finalists.</td>
</tr>
<tr>
<td><strong>Dept/School Search Committee</strong></td>
<td>Develop interview format including criteria-based questions to be asked consistently of each candidate. Conducts preliminary interviews, and emails list of finalists (minimum of 3) to Dean.</td>
<td>If the candidate is currently employed as a faculty member, you may ask referees if there are any outstanding concerns about the candidate’s professional conduct, including conduct with students. Obtain copies of diplomas, licenses or certificates.</td>
</tr>
<tr>
<td><strong>Dept/School Search Committee</strong></td>
<td>Check finalist references and verify degrees or licenses.</td>
<td>BUILDING ON INCLUSIVE EXCELLENCE (BIE) PROCESS</td>
</tr>
<tr>
<td><strong>Dean</strong></td>
<td>Review and submit nominations to AVPFD&amp;I.</td>
<td>Submissions due December 3 for hires to be completed during fall semester; February 15 for hires to be completed during spring semester.</td>
</tr>
<tr>
<td><strong>Provost’s Faculty Diversity and Inclusion Committee</strong></td>
<td>Score and rank nominees based on criteria.</td>
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<tr>
<td><strong>Provost</strong></td>
<td>Selects BIE hires and notifies search committee chair, department/school and Dean.</td>
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<td></td>
<td><strong>SEARCH (cont.)</strong></td>
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<tr>
<td><strong>Dept/School Search Committee</strong></td>
<td>Host campus interviews (including job talk, sample class teaching--if desired, and opportunities to interact socially with colleagues and meet with AVP Luke Wood). Provide complete itineraries in advance and ask candidates to inform you of mobility, dietary, or other accommodations. Have each candidate complete Employment Eligibility Form-Part 1 and keep on file. Vote on recommended finalists, send written recommendation to the Dean, and upload recommendation to Interfolio.</td>
<td>Search committee chair updates Interfolio applicant status to “On-Campus Interview.”</td>
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<td>Campus practice for voting follows the CBA 12.22b: a simple majority of the committee membership present is needed for approval.</td>
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<td><strong>NEGOTIATION</strong></td>
<td>Approval to Negotiate Faculty Appointment Offer may be obtained from College HR rep</td>
</tr>
<tr>
<td><strong>Dean</strong></td>
<td>After OERC review, approve / reject the hire. Submit Approval to Negotiate documents to Academic Affairs; forward Employment Eligibility Form part 1 to Faculty Advancement (if applicable).</td>
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<tr>
<td>Role</td>
<td>Action</td>
<td>Notes</td>
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<tr>
<td>Provost</td>
<td>Approve/deny request to negotiate.</td>
<td>If denied, a new Approval to Negotiate Faculty Appointment Offer form must be prepared for another candidate.</td>
</tr>
<tr>
<td>Dean</td>
<td>Negotiate; notify OERC. Include Employment Eligibility form part 2 (if applicable) with offer package. Candidates should return signed form with offer letter, to be forwarded to Faculty Advancement.</td>
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</tr>
<tr>
<td>Dept/School Search Committee</td>
<td>Upload Approval to Negotiate Faculty Appointment offer to Interfolio’s Internal Notes section.</td>
<td>Chair uploads, instructions <a href="#">here</a></td>
</tr>
<tr>
<td>Dept/School Search Committee</td>
<td>Once offer of employment is accepted, update Interfolio position status to “Position Closed” and applicant status for hire to “Hired”. Send rejection letters to remaining candidates.</td>
<td><a href="#">Sample rejection language</a></td>
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<tr>
<td>Faculty Advancement</td>
<td>Close and archive position in Interfolio.</td>
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</tr>
<tr>
<td>Dean’s Office</td>
<td>Contact candidate to generate Red ID.</td>
<td><a href="#">See suggested email language</a> for Red ID.</td>
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<tr>
<td>Human Resources</td>
<td>Initiate the background check and I-9 verification of employment eligibility.</td>
<td>HR begins this process after a new faculty ATF has been approved and routed. <a href="#">See Background Checks and Offers</a> guide on FA website.</td>
</tr>
<tr>
<td>Dean’s Office</td>
<td>Prepare appointment letter in consultation with the AVPAA-RM</td>
<td>Use Sample Tenure-Track Appointment Letters. Include salary, course load, and other negotiated arrangements (moving expenses, start-up funding, etc.)</td>
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<tr>
<td>Dean’s Office</td>
<td>Send Tenure-Track Hiring Packet to Academic Affairs</td>
<td>Contents: Two (2) ATFs—1 ATF at 12-mo FtMs for New Faculty Orientation; 1 ATF at AY FtMs effective the first day of Fall Semester; Official Offer Letter signed by Dean; second part of immigration form; C.V.; Copy of Approval to Negotiate Form</td>
</tr>
<tr>
<td>Dean’s Office</td>
<td>After Academic Affairs approves the Tenure-Track Hiring Packet, send hire packet to new faculty</td>
<td>Contents: Official Offer Letter; Employee Copy of Official Offer; Faculty Advancement Welcome Letter; SDSU Faculty Handbook; SDSU Benefits Matrix; CalPERS Health Benefits</td>
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### SAMPLE RECRUITMENT PLAN

VPAA#:  
Position description:  
Department / School:  
Chair / Director:  
Search Committee Members:  

<table>
<thead>
<tr>
<th>DATE</th>
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<tr>
<td></td>
<td></td>
<td>Committee meets with OERC</td>
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<td>Committee submits recruitment plan, criteria and advertisements to Dean</td>
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|      |      | Post approved advertisements  
Faculty Advancement will post to SDSU and CSU Websites, Interfolio, Diverse, Inside Higher Education and SoCal HERC. |
|      |      | Post to professional websites, bulletin boards, digital, and print publications for job posting including (check all that apply):  
_BOTA / SOTA (Contact AVP Luke Wood: luke.wood@sdsu.edu)  
_Chronicle of Higher Education (http://chronicle.com/section/Jobs/)  
_Academic360.com  
_HigherEdJobs.com  
_Insight into Diversity (http://www.insightintodiversity.com)  
_Universityjobs.com  
_Women in Higher Education (www.wihe.com)  
_Association for Women in Science (www.awis.com)  
_American Association of University Women (http://www.aauw.org)  
_Diverse: Issues in Higher Education (http://diverseeeducation.com)  
_Hispanic Outlook in Higher Education (http://www.HispanicOutlook.com)  
_H-Net: Humanities and Social Sciences Online (https://www.h-net.org)  
_Indian Country Today (http://indiancountrytodaymedianetwork.com)  
_Natl. Org. for the Prof. Advancement of Black Chem and Chemical Eng (http://www.nobcche.org)  
_Society for Advancement of Chicanos and Native Americans in Science (http://www.sacnas.org)  
_Others specific to your field: |
|      |      | Send “Dear Colleague” letters |
|      |      | Begin application review |
|      |      | Select interviewees |
|      |      | Conduct phone interviews |
|      |      | Meet to select on-campus interview candidates  
Provide names and rationale for selection or rejection to Dean and OERC. |
|      |      | Conduct on-campus interviews |
|      |      | Meet to develop hiring recommendation.  
Provide names and rationale to Dean and OERC for approval or further discussion. |
SAMPLE SEARCH CRITERIA

Professional Growth
● Terminal degree in [field]
● Demonstrated expertise in [fields / methodologies / disciplines]
● Record of publications, presentations, and / or funding in [fields / methodologies / disciplines]
● Demonstrated commitment to interdisciplinary and collaborative approaches to [field]
● Record of innovation through scholarly or creative research
● Potential for substantive contributions to the profession
● Potential for securing extramural funding
● Integration of understanding of underrepresented populations and communities into research
● Commitment to research that engages underrepresented communities
● Research interests that contribute to diversity and equal opportunity in higher education

Teaching
● College-level teaching experience in [field]
● Demonstrated capacity with relevant teaching technologies
● Qualified to teach undergraduate- and graduate-level courses in [fields / subject matters]
● Qualified to provide technological expertise in [field or methodology]
● Demonstrated interest in working with interdisciplinary programs
● Preparation for teaching students from diverse cultural backgrounds
● Ability to direct advanced undergraduate and graduate student research
● Demonstrated knowledge of barriers for underrepresented students in higher education.

University and Community Service
● Demonstrated interest in relevant service to the community
● Demonstrated interest in service to the university and professional organizations
● Potential for representing the program or academic unit at conferences and university and community events.
● Understanding of the mission and goals of the academic unit and SDSU.
● Demonstrated capacity for promoting program or academic unit within the university and the community
● Engaged in service with underrepresented populations in higher education.
SAMPLE LONG ADVERTISEMENT

San Diego State University School of Nursing (SON) seeks to hire a tenure-track faculty member (Associate Professor or Professor rank) with expertise as an Adult Gerontological Nurse Practitioner, to begin Fall 2018. Applicants must hold an earned doctorate [PhD] in nursing or in a related field with a Master’s in adult gerontologic nursing as a nurse practitioner, be eligible for or currently licensed to practice nursing in California, and be certified as an Adult Nurse Practitioner. The successful candidate will possess strong research interest and capability as evidenced by an appropriate history of or potential for research and publication in top-tier refereed journals. Teaching experience at the undergraduate and graduate levels is preferred, as well as demonstrated capacity to lead the Adult Gerontological Nurse Practitioner Program. Salary and benefits are competitive and are commensurate with experience and academic preparation. Application review will begin September 2016, and the position will remain open until it is filled.

The SON has dynamic educational programs, uses creative and innovative teaching methods, and offers research opportunities and support in acquiring funding. The School of Nursing offers the generic baccalaureate RN, BSN, and Master’s degrees, as well as graduate concentrations in Advanced Practice Nursing of Adults and Elderly (NP/CNS), Nursing Leadership in Health Care Systems, and Nurse-Midwifery/Women's Health Care Nurse Practitioner. See our website at http://nursing.sdsu.edu for more information.

San Diego State University is the largest university in San Diego and the third largest in California. The highly diverse campus community has a student population of over 36,000 and approximately 5,849 faculty and staff. SDSU is currently designated as a Doctoral / Research-Intensive University by the Carnegie Foundation. Established in 1897, SDSU offers bachelor degrees in 84 areas, masters in 76 and doctorates in 21. See http://www.sdsu.edu for more information. SDSU is a large, diverse, urban university and Hispanic-Serving Institution with a commitment to diversity, equity, and inclusive excellence. Our campus community is diverse in many ways, including race, religion, color, sex, age, disability, marital status, sexual orientation, gender identity and expression, national origin, pregnancy, medical condition, and covered veteran status. We strive to build and sustain a welcoming environment for all. SDSU is seeking applicants with demonstrated experience in and/or commitment to teaching and working effectively with individuals from diverse backgrounds and members of underrepresented groups.

Interested candidates should apply via Interfolio at https://apply.interfolio.com/36222. Candidates should submit a cover letter, curriculum vitae, and names and contact information of three (3) references. For questions, please contact Dr. Willa Fields at wfields@mail.sdsu.edu.

The person holding this position is considered a “mandated reporter” under the California Child Abuse and Neglect Reporting Act and is required to comply with the requirements set forth in CSU Executive Order 1083 as a condition of employment. A background check (including a criminal records check) must be completed before any candidate can be offered a position with the CSU. Failure to satisfactorily complete the background check may affect the application status of applicants or continued employment of current CSU employees who apply for the position.

SDSU is a Title IX, equal opportunity employer and does not discriminate against persons on the basis of race, religion, national origin, sexual orientation, gender, gender identity and expression, marital status, age, disability, pregnancy, medical condition, or covered veteran status.

SAMPLE SHORT ADVERTISEMENT

San Diego State University School of Nursing (SON) seeks to hire a tenure-track faculty member (Associate Professor or Professor rank) with expertise as an Adult Gerontological Nurse Practitioner, to begin Fall 2018. Applicants must hold an earned doctorate [PhD] in nursing or in a related field with a Master’s in adult gerontologic nursing as a nurse practitioner, be eligible for or currently licensed to practice nursing in California, and be certified as an Adult Nurse Practitioner. The successful candidate will possess strong research interest and capability as evidenced by an appropriate history of or potential for research and publication in top-tier refereed journals. Teaching experience at
the undergraduate and graduate levels is preferred, as well as demonstrated capacity to lead the Adult Gerontological Nurse Practitioner Program.

Salary and benefits are competitive and are commensurate with experience and academic preparation. Application review will begin September 2016, and the position will remain open until it is filled.

The SON has dynamic educational programs, uses creative and innovative teaching methods and offers research opportunities and support in acquiring funding. The School of Nursing offers graduate concentrations in Advanced Practice Nursing of Adults and Elderly (NP/CNS, CNS/NE), Nursing Leadership in Health Care Systems, and Nurse-Midwifery, Women’s Health Care Nurse Practitioner. See our website at http://nursing.sdsu.edu for more information.

San Diego State University is the largest University in San Diego and the third largest in California. SDSU is currently designated as a Doctoral / Research-Intensive University by the Carnegie Foundation and has been named on the Faculty Scholarly Productivity Index as the No. 1 small research university in the nation. Additional information about the University is available at http://www.sdsu.edu. Interested candidates should apply via Interfolio at https://apply.interfolio.com/36222. For questions, please contact Dr. Willa Fields at wfields@mail.sdsu.edu.

SDSU is an Equal Opportunity/Title IX Employer.

Active Recruitment Resources

Beyond simply posting advertisements, drawing a diverse pool of top-quality applicants requires active effort, including steps such as these:

- Build professional networks by attending relevant events at professional conferences.
- Enlist department / school colleagues in sending a “dear colleague” letter (see inset) to graduate advisors and colleagues at other institutions and in circulating your job advertisement through list-serves and professional networks.
- Use the searchable CSU Doctoral Incentive Program (CDIP) Directory or UC Chancellor’s Postdoctoral Fellows Directory to locate additional prospective applicants who may wish to build their career in the state of California. Effective Fall 2018, CDIP will offer $1500 travel reimbursement for CDIP scholars who interview on campus. Contact clindsay@calstate.edu
- Once you have built a list of prospective applicants from personal and professional contacts and the UC directory, send each individual a personalized “dear prospective applicant letter” (see next section).

Sample "Dear Colleague" Letter/Email

Dear colleague:

Our department is currently seeking to fill a position in [description] and I am writing to ask your help in identifying outstanding candidates.

As large, diverse, urban university and Hispanic-Serving Institution, SDSU is seeking excellent scholars and teachers who will transform their fields and who share our campus commitment to diversity and inclusion. SDSU is consistently recognized by U.S. News and World Report as one of the most ethnically diverse universities in the country and by CampusPride.org as among the top 20 most LGBT-friendly campuses in the nation. I would appreciate your help in identifying potential job candidates who

- Integrate understanding of underrepresented populations and communities into research
- Show expertise in cross-cultural communication and collaboration
- Have research interests that engage underrepresented communities or contribute to diversity and equal opportunity in higher education
- Demonstrate knowledge of barriers for underrepresented students and faculty in higher education
- Demonstrate commitment to teaching and mentoring underrepresented students
- Extend knowledge of how to achieve artistic or scholarly success as a member of an underrepresented group
- Engage in service with underrepresented populations in higher education

If you are aware of any potential candidates (including assistant professors) who might consider a move to San Diego, please share with them our job listing posted at Interfolio: [listing address here], or reply to this email. I would be happy to reach out to your contacts individually and invite them to apply.
SAMPLE LANGUAGE FOR SEARCH COMMUNICATIONS

It is an effective search strategy to reach out personally to prospective candidates, and it is an essential professional courtesy to notify candidates when their application review concludes. Not doing so may have long-lasting impacts on colleagues’ views of the university. Sample language for candidate communications is below:

To build a pool of applicants: Address directly (and by name) to prospective applicants identified through networking—“Our department is currently searching for [brief position description here]. Our colleague [name here] recommended you to our consideration, and I am writing to encourage you to apply. Our position is listed on Interfolio at [Interfolio ad address here.] SDSU is a large, diverse, urban university and Hispanic-Serving Institution with a commitment to diversity and equity, and we are seeking excellent scholars and teachers who share our commitment and will transform their fields. SDSU is consistently recognized by U.S. News and World Report as one of the most diverse universities in the country and by CampusPride.org as among the top 20 most LGBT-friendly campuses in the nation. Our campus is a multi-year recipient of the INSIGHT Into Diversity Higher Education Excellence in Diversity Award (HEED), a national honor recognizing U.S. colleges and universities that demonstrate outstanding commitment to diversity and inclusion. Should you have any questions about this position, please contact me directly. For questions related to diversity and inclusion outside of our formal search process, you may also contact Dr. Luke Wood, Associate Vice President for Faculty Diversity and Inclusion, at luke.wood@sdsu.edu. We appreciate your interest and wish you every success in your career.”

For candidates not selected for interview: “Thank you for applying for our recently advertised position in ________. The Search Committee has reviewed all the applications and, regretfully, your candidacy was not successful. We received many excellent applications, including yours, and the Committee’s decision was not an easy one. I thank you for your application and extend my best wishes for your career.”

For candidates interviewed but not offered a position: “Thank you for coming in to meet the Search Committee and members of our department. We very much enjoyed meeting with you. Regretfully, after thorough and careful consideration of the qualifications of each of the persons interviewed, an offer has been made to another candidate. Thank you again for your interest and please accept our very best wishes for your future career.”

For candidates receiving and accepting an appointment offer: “Congratulations on joining the faculty at SDSU! I will be processing your appointment paperwork, and prior to getting started I will need your home mailing address, SSN, and DOB to generate a Red ID number for you. A Red ID is your personal identification number, which is used to conduct all university business by faculty, staff, and students. Due to the sensitive nature of that information, please do not send via email, kindly call me with it at your earliest convenience. Thank you.”
GUIDELINES FOR ASKING QUESTIONS DURING THE SEARCH PROCESS

Appropriate questions focus on candidate credentials and experience in teaching, research / scholarship / creative activity and service, such as the following:

- Describe your current research / scholarship / creative activity.
- What do you think are your greatest strengths as a researcher and scholar?
- Describe your research program/creative activities for the next 5 years
- How would you build upon your current research program/creative activities?
- What are your plans for sustaining your current research program/creative activities over the long term?
- Have you identified specific venues to disseminate your findings? Which ones?
- Describe your style of teaching and interacting with students.
- Describe three instances of how you have modified your teaching practices to meet the needs of diverse learners.
- How do you utilize technology in the classroom?
- How do you engage students, particularly in a course for non-majors?
- What innovations have you brought to the teaching of ___?
- Describe your favorite courses taught or proposed in the past five years.
- How do you define excellence in teaching?
- Describe your philosophy and experiences regarding the importance of diversity in teaching, research and society and how you foster multicultural skills in the classroom.
- What experience do you have successfully supporting achievement by diverse students?
- How would your background and experience strengthen our department?
- What roles have your students played in your research program to date?
- What do you know about San Diego State University that encourages your interest in this position?

It is inappropriate and illegal at all stages of the search process to ask questions such as the following:

- Questions directed specifically to candidates of one sex, sexuality, gender identity or expression, racial, ethnic, or religious group, and not to all candidates.
- Questions about race, color, place of birth, national and family origin, religion, sex, sexual orientation, disability, age or ancestry.
- Questions about past, present, or future marital status, pregnancy, plans for a family, or child care.
- Questions about weight and height, state of health, or disabilities.
- Questions about a candidate’s native-born or naturalized status. You may ask if a candidate is eligible to work in the US.
- Questions about a candidate’s native tongue or how foreign language ability has been acquired. You may ask about foreign language skills if the position requires such ability.
- Questions about loans, financial obligations, wage attachments or personal bankruptcies.

Reference check questions may include the following:

- How long have you known _____ and in what capacity?
- How would you characterize their accomplishments and strengths as a researcher / scholar / artist?
- If you have observed them teaching, what strengths do they bring to the classroom? Areas of concern?
- Describe their commitment to diversity in teaching, service, and / or research.
- Would you hire or rehire them for a faculty position in your department? Why or why not?
- What have they accomplished and planned for scholarship and research, and what kinds of support do you think he/she would need to be successful as a scholar?
• Is there anything else you can tell me about him/her that would be helpful for our search committee to know? (You may inquire as to any outstanding conduct issues or issues with students.)