



SAN DIEGO STATE
UNIVERSITY

Faculty Hiring Manual

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Faculty Search Checklist

Facilitator	Task	Additional Information
HIRING PROPOSAL AND ALLOCATION (Spring – early Summer)		
Depts./schools	Complete Request for New Tenure-Track Position Form	
Dean	Rank hiring proposals and submit to AVPAA-RM (Academic Affairs)	
AVPAA-RM	Provide hire proposals to Academic Senate Tenure-Track Planning Committee	
Senate Tenure-Track Planning Committee	Recommend hire allocations to the Provost	
Provost	Allocates hires, including BIE, and notifies Deans	
Dean	Request VPAA# from AVPAA-RM via email and initiate search	Include in request: College, Department/School, position title and position rank (indicating tenure if applicable)
SEARCH (Late Spring – Fall)		
Depts./Schools	Elect search committees of three (3) tenured/tenure-track faculty members.	<p>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.</p> <p>Temporary faculty, students, and staff may only serve in advisory or support roles.</p> <p>Any changes to the search committee must be voted on by the department/school and referred to OERC and Faculty Advancement.</p>
Dept/School Search Committee	Meet with Office of Employee Relations and Compliance (OERC) to ensure committee diversity and review policies and procedures, including implicit bias management.	Contact OERC for more information: oerc.facultysearches@sdsu.edu
Dept/School Search Committee	All members complete CSU training for Implicit Bias.	To access the training, log in to CSU Skillport . Type “Searches and Recruitment in the CSU: Module 1” into the search bar at the top right of the menu screen.
Dept/School Search Committee	Develop and submit to Dean long and short job advertisements, recruitment plan, search criteria (including BIE criteria), and required application materials.	<p>Advertisements should include Title IX, mandated reporter, background check, and diversity statements.</p> <p>Examples of search documents can be found in the Faculty Hiring Manual.</p> <p>For more information on Building on Inclusive Excellence (BIE), please refer to the nomination form.</p>
Dean	Review, approve, and submit to OERC the search committee roster, active search plan, and advertisements.	Submit OERC materials to: oerc.facultysearches@sdsu.edu

Facilitator	Task	Additional Information
OERC	Review and approve hiring plans and documents. Forward materials to Faculty Advancement for posting.	
Faculty Advancement	Generate Interfolio URL and enter search committee members. Post position on Inside Higher Ed, SoCal HERC, CSU and SDSU HR websites.	
Dept/School Search Committee	Review Interfolio user guides.	Interfolio user guides for Committee Managers (Search Committee chair) and Evaluators (Search Committee members) . Contact the Interfolio Help Desk (help@interfolio.com or (877) 977-8807, Mon-Fri, 6 AM - 3 PM PST) for questions on how to use the system and troubleshooting.
Dept/School Search Committee	Post and circulate advertisements according to recruitment plan. Develop and circulate “dear colleague” letter via list-serves, conferences, and professional networks. Identify and contact potential candidates in the UC Chancellor’s Postdoctoral Fellowship directory.	For suggestions on professional publications and websites and “Dear colleague” examples, see Faculty Hiring Manual – Active Recruitment Resources . See also UC Chancellor’s Postdoc Directory .
Dept/School Search Committee	Create an automated application acknowledgement in Interfolio.	Created on the “Required Document” edit page. Please refer to this Interfolio guide .
Dept/School Search Committee	Screen applications via Interfolio using established criteria and star ranking system . The star rankings are required for OERC to certify the applicant pool. Send rejection message to candidates who do not meet the <u>minimum criteria</u> for the position.	Chair updates Interfolio position status to “Reviewing Applications.” Please see “To Change Position Status from Review Position Page” section in the Interfolio guide on how to update. See suggested rejection language .
Dept/School Search Committee	Develop “shortlist” of candidates to be interviewed. Submit short list to Dean and OERC (oerc.facultysearches@sdsu.edu) via email.	Chair updates Interfolio applicant status for candidates selected to “Shortlist.” Please refer to this Interfolio guide for applicant status update information.
OERC	Certify pool/approve short list after reviewing search records.	
Dept/School Search Committee	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.	See Guidelines for Asking Questions During the Search Process . Chair updates Interfolio position status to “Interviewing Finalists” and applicant status to “Skype/Phone Interview.” Approval is needed from AVP-FA to proceed with fewer than 3 finalists.

Facilitator	Task	Additional Information
Dept/School Search Committee	Check finalist references and verify degrees or licenses.	Notify candidate that you will check references. In checking references, if the candidate is currently employed as a faculty member, you may ask the reference if there are any outstanding concerns about the candidate's professional conduct, including conduct with students. Obtain copies of diplomas, licenses or certificates.
BUILDING ON INCLUSIVE EXCELLENCE (BIE) PROCESS		
Dept/School Search Committee	Nominate applicants from the search pool who meet at least two (2) criteria.	BIE Application ; BIE Diversity Plan Deadlines – submissions due October 30 for hires to be completed during fall semester; December 15 for hires to be completed during spring semester.
Senate Tenure-Track Planning Committee	Score and rank nominees based on criteria.	
AVPFA	Convey rankings to Provost for review and notify search committee chair, department/ school and Dean.	
SEARCH (cont.)		
Dept/School Search Committee	<p>Develop and provide campus visit schedules to finalists in advance. Host campus interviews.</p> <p>Vote on recommended finalists and send written recommendation to the Dean. Upload recommendation to Interfolio.</p> <p>OERC reviews and notifies Dean of any equity concerns.</p>	<p>Chair updates Interfolio applicant status to "On-Campus Interview."</p> <p>Campus visits should include opportunities to interact with colleagues, give a talk and/or teach a class, and meet with the Chief Diversity Officer. Please ask candidates to inform you if mobility, dietary, or other accommodations are required.</p> <p>Campus practice for voting follows the CBA 12.22b where a simple majority of the committee membership present is needed for approval.</p>
NEGOTIATION WITH CANDIDATE		
Dean	If Dean concurs, Approval to Negotiate is requested from the department/school. Submit required documents to request approval to negotiate.	Approval to Negotiate Documents: - Approval to Negotiate Faculty Appointment Offer form (please contact your college resource manager) - C.V.
Provost	Review and approve/deny request to negotiate faculty appointment.	If denied, a new Approval to Negotiate Faculty Appointment Offer form must be prepared for another candidate.
Dean	Negotiate in consultation with AVPAA-RM; notify OERC.	
Dept/School Search Committee	Upload Approval to Negotiate Faculty Appointment offer to Interfolio's Internal Notes section.	Chair uploads to this section. Refer to the "7. Enter internal notes" section for upload information.

Facilitator	Task	Additional Information
HIRE COMPLETION		
Dept/School Search Committee	Update the Interfolio position and applicant statuses and send rejection letters to remaining candidates.	Once offer of employment is accepted, update Interfolio position status to "Position Closed" and applicant status for hire to "Hired". For other applicants, see suggested rejection language .
Faculty Advancement	Close and archive position in Interfolio.	
Dean's Office	Contact candidate to generate Red ID and obtain Employment Eligibility Form (to be returned to Faculty Advancement).	See suggested email language for Red ID/ Employment Eligibility Form
Human Resources	Initiate the background check** and I-9 verification of employment eligibility <i>**Dean's Office: Please refer to the process listed on the FA website: Background Checks and Offers until OnBase workflow is active.</i>	HR begins this process after a new faculty ATF has been approved and routed via OnBase workflow**
Faculty Advancement	Confirm employment eligibility based on the immigration status specified on the Employment Eligibility Form and communicate visa application process to new faculty member.	Text of letter for visa application process is used to prepare Immigration letter from the Dean to the new employee.
Dean's Office	Prepare appointment letter in consultation with the AVPAA-RM	Use Sample Tenure-Track Appointment Letters. Include salary, course load, and other negotiated arrangements (moving expenses, start-up funding, etc.)
Dean's Office	Prepare two (2) ATFs and route via OnBase electronic workflow** <i>**Route to Academic Affairs until OnBase workflow is active</i>	1 ATF at 12-mo FtMs for New Faculty Orientation 1 ATF at AY FtMs effective the first day of Fall Semester (Contact Academic Affairs for guidance on Spring hires.)
Dean's Office	Send Tenure-Track Hiring Packet to Academic Affairs	Contents: Two (2) ATFs as described in previous step; Official Offer Letter signed by Dean; Immigration letter (if applicable); C.V.; Copy of Approval to Negotiate Form
Dean's Office	After Academic Affairs approves the Tenure-Track Hiring Packet, send hire packet to new faculty	Contents: Official Offer Letter; Employee Copy of Official Offer; Faculty Advancement Welcome Letter; SDSU Faculty Handbook; SDSU Relocation Policy and Procedure Manual; SDSU Benefits Matrix; 20XX CalPERS Health Benefits

Sample Recruitment Plan

VPAA# _____
Tenure Track Position _____
Department / School of _____
Chair / Director: _____

Search Committee Members:

SEARCH PLANS:

- _[DATE]_____ Search committee meets with OERC to review procedures
_[DATE]_____ Committee submits hiring plan, criteria, and advertisements to Dean
_[DATE]_____ Target date to post ads (after Dean and OERC approval)
- Faculty Advancement will send advertisement to SDSU and CSU Websites, Interfolio, Inside Higher Education and SoCal HERC. Indicate additional venues where you will place the advertisement:*
Websites: _____
Professional association digital or print publications or bulletin boards: _____
-
- _*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://diverseeducation.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.nobccche.org>)
_Society for Advancement of Chicanos and Native Americans in Science (<http://www.sacnas.org>)
- _[DATE]_____ “Dear Colleague” letters and outreach
_[DATE]_____ Review of applications begins
_[DATE]_____ Selection of interview list
_[DATE]_____ Phone interviews
_[DATE]_____ Meeting to discuss phone interviews. Selection of candidates for on-campus interviews. Names and rationale (justification for selection or rejection) submitted to Dean and OERC.
- _[DATE]_____ On-campus interviews
_[DATE]_____ Meeting to develop final hiring recommendation to be provided with rationale to Dean and OERC, who will approve or discuss further with the committee and forward the Request for Approval to Negotiate Faculty Appointment Offer to Provost for review and authorization.

Sample Search Criteria

Professional Growth

- Terminal degree in _____
- Demonstrates expertise in the following fields / subfields / methodologies / disciplines:

- Record of publications, presentations, and / or funding in the following fields / subfields / methodologies / disciplines:

- Demonstrates commitment to interdisciplinary and collaborative approaches to

- Exhibits innovation through scholarly or creative research
- Indicates potential for substantive contributions to the profession
- Indicates potential for securing extramural funding for research or creative endeavors

Teaching

- Has college-level teaching experience in _____
- Has recent experience and knowledge of teaching technologies: _____
- Qualified and shows interest in teaching undergraduate- and graduate-level courses in

- Demonstrates interest in working with interdisciplinary programs and with students from diverse cultural backgrounds
- Qualified to provide _____ expertise to students
- Qualified to provide technological expertise
- Demonstrates ability to direct advanced undergraduate and graduate student research
- Portfolio shows documentation of student work done under applicant's direction

University and Community Service

- Exhibits leadership through community service projects
- Exhibits leadership through involvement in professional organizations
- Shows interest in representing the _____ program and School at community events and extracurricular functions, such as conferences, presentations, student organizations, graduation ceremonies, etc.
- Shows interest in participating in the achievement of the mission and goals of the School/Department, College, and University
- Demonstrates capacity for promoting the _____ program within the university and the community
- Indicates interest in serving on committees at the School/Department, College, and University levels
- Indicates interest in participating in service-oriented activities within the community-at-large

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.

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.

Interested candidates should apply via Interfolio at <https://apply.interfolio.com/36222>. For questions, please contact Dr. Willa Fields at wfields@mail.sdsu.edu.

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

To draw a diverse pool of top-quality applicants, include the following steps in your faculty search:

- Actively circulate your job description using professional list serves.
- Attend relevant panels and events at professional conferences to build professional networks.
- When a search is launched, ask department / school faculty to send a “dear colleague” letter (see sample below) to graduate advisors and colleagues at other institutions who may help identify prospective applicants.
- Use the searchable UC Chancellor’s Postdoctoral Fellows Directory to locate additional prospective applicants who may wish to build their career in the state of California: <http://ppfp.ucop.edu/info/fellowship-recipient/fellows-2016/fellows-2016-name/index.html>
- Consider as potential applicants candidates who already hold assistant professorships but may want to relocate to California
- 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 sample below).

Sample “Dear Colleague” Letter/Email

Dear colleague:

Our department is currently seeking to fill a position in [brief description here], and I am writing to ask your help in identifying outstanding prospective faculty members.

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 meet any of the follow criteria:

- Is engaged in service with underrepresented populations in higher education
- Demonstrates knowledge of barriers for underrepresented students and faculty in higher education
- Has experience or demonstrated commitment to teaching and mentoring underrepresented students
- Integrates understanding of underrepresented populations and communities into research
- Extends knowledge of how to achieve artistic or scholarly success as a member of an underrepresented group
- Is committed to research that engages underrepresented communities
- Shows expertise in cross-cultural communication and collaboration
- Has research interests that contribute to diversity and equal opportunity in higher education

If you are aware of any potential faculty members (including assistant professors) who might consider a move to San Diego and San Diego State University, 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, share this opportunity, and invite them to apply.

Sincerely,

Sample Letter/Email to Prospective Applicant

Dear [prospective applicant—personalize by name]:

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, equity, and inclusive excellence, and we are seeking excellent scholars and teachers who will transform their fields and who share our commitment to diversity. 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. Our campus was selected for the third consecutive year as a 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. Aaron Bruce, Chief Diversity Office, at abruce@mail.sdsu.edu.

We appreciate your interest and wish you every success in your career.

Sincerely,

Sample Language for Candidate Communications

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 with respect to your application for the position in _____. 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. Also, please complete the attached Employment Eligibility Form and return (via email) 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 style of teaching and interacting with students.
- 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 issues.
- 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.

Potential reference check questions 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.)