



HSU Guide for Recruitment and Appointment of Tenure-track Faculty

Last Revised: 12/09/2008

This document can be viewed online at http://www.humboldt.edu/~aps/docs/Recruitment_Guide.pdf

PREFACE

Faculty Employment

Faculty employment is governed by the Agreement between the Board of Trustees of the California State University (CSU) and the California Faculty Association (CFA): Unit 3 – Faculty (hereinafter known as the Collective Bargaining Agreement); Title 5 of the California Code of Regulations; the laws governing the CSU in the California Education Code; system-wide regulations that implement resolutions of the Board of Trustees; Executive Orders and policy directives issued by the Chancellor of the CSU and his/her designee; policy directives issued by the President of Humboldt State University; other pertinent statutes and regulations; and Humboldt State University Academic Senate policies.

In case of error or possible misinterpretation, it should be understood that the Collective Bargaining Agreement, government codes and statutes, Trustee and Chancellor policies, and official university policy are controlling. The Collective Bargaining Agreement is used as an inclusive term, incorporating by reference all amendments ratified by CSU and CFA subsequent to the original Collective Bargaining Agreement.

Unless otherwise stated, “faculty” in this document refers to Unit 3 employees in Academic Affairs and Student Affairs. The term “dean” includes the college deans, the university library dean, and the director of counseling and psychological services. The Vice President of Academic Affairs or the Vice President of Student Affairs (hereinafter known as the Vice President) makes an offer of appointment to the faculty upon the recommendations both of the tenured/probationary faculty in the hiring department and the dean. Normally these appointments are on a probationary basis. During probation, a faculty member is reappointed to one or two years until he/she receives tenure or a terminal appointment year. Probation is defined as service rendered toward qualifying for tenure.

Failure to recruit in accordance with university policy and procedures may cause the search to be extended or aborted by the Vice President.

Affirmative Action and Equal Opportunity

Humboldt State University is committed to building a diverse faculty. Successful recruitment for diversity requires much more than a passive, “business as usual” approach, or one driven by mere compliance with laws and regulations. We must be proactive. Search/Screening Committees are expected to be strategic in developing a recruitment strategy that will expand applicant pools. Our goal is to increase the diversity of applicants and candidates, not just to meet legal requirements. It is perfectly acceptable to make special efforts to seek out minority applicants during the initial recruitment/outreach stages of a search. These efforts constitute affirmative action. Once screening begins, the operant principle is that of equal opportunity. Of utmost importance is that our treatment of all applicants is consistent and fair. We must also be prepared to document our hiring practices in such a way that they could withstand outside scrutiny. If questions should ever be raised about the fairness of our campus faculty hiring practice, we want to be confident that each recruitment provides a full and complete record of our processes.

Continuous Improvement of our Faculty Hiring Practices

Academic Personnel Services seeks your assistance and requests your feedback on how we might improve our faculty hiring policies and practices to best meet our recruitment goals. We welcome comments as to which areas in this recruitment manual need clarification. We also seek campus ‘best practices’ on recruitment and interviewing candidates that might be shared with your colleagues. Please let us know how we can best support you in this important work of hiring new faculty.

*Colleen Mullery, AVP Faculty Affairs
August 1, 2008*

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Introduction

A. The Recruitment Guide

This guide has been developed by Academic Personnel Services (APS) in consultation with the Vice President, Associate Vice President for Faculty Affairs, and Deans. This guide is intended to aid Departments, Colleges and the Library in successfully conducting a tenure-track faculty search.

The decision to hire a tenure-track faculty member is one of the most important we make. Newly hired tenure-track faculty form the core group of educational leaders who will serve for decades to come. The future success of this institution rests on the ability to recruit, select, and retain high quality faculty.

B. Recruitment Responsibilities

The **President** holds the ultimate responsibility for the success of tenure-track faculty recruitment.

The **Vice President for Academic Affairs or Vice President for Student Affairs** (for counseling faculty), hereinafter referred to as Vice President, is responsible for:

- Supervision and implementation of campus policies and procedures for recruitment and appointment of tenure-track faculty for the University;
- Approval or denial of position requests in consultation with the College/Library Dean or the Director of Counseling and Psychological Services, hereinafter referred to as Dean;
- Allocation of resources for faculty positions;
- Taking final administrative action on compliance and non-compliance with campus policies;
- Imposing sanctions to enforce compliance; and
- Approving/disapproving tenure-track appointments

The **Associate Vice President for Faculty Affairs (AVP/FA)** oversees and coordinates the hiring process for tenure-track faculty. This entails monitoring compliance with University hiring policies and reviewing recruitment materials and appointment documentation. The AVP/FA advises Departments concerning effective non-traditional recruitment strategies and provides assistance in recruitment efforts.

The **Dean** shall be responsible for:

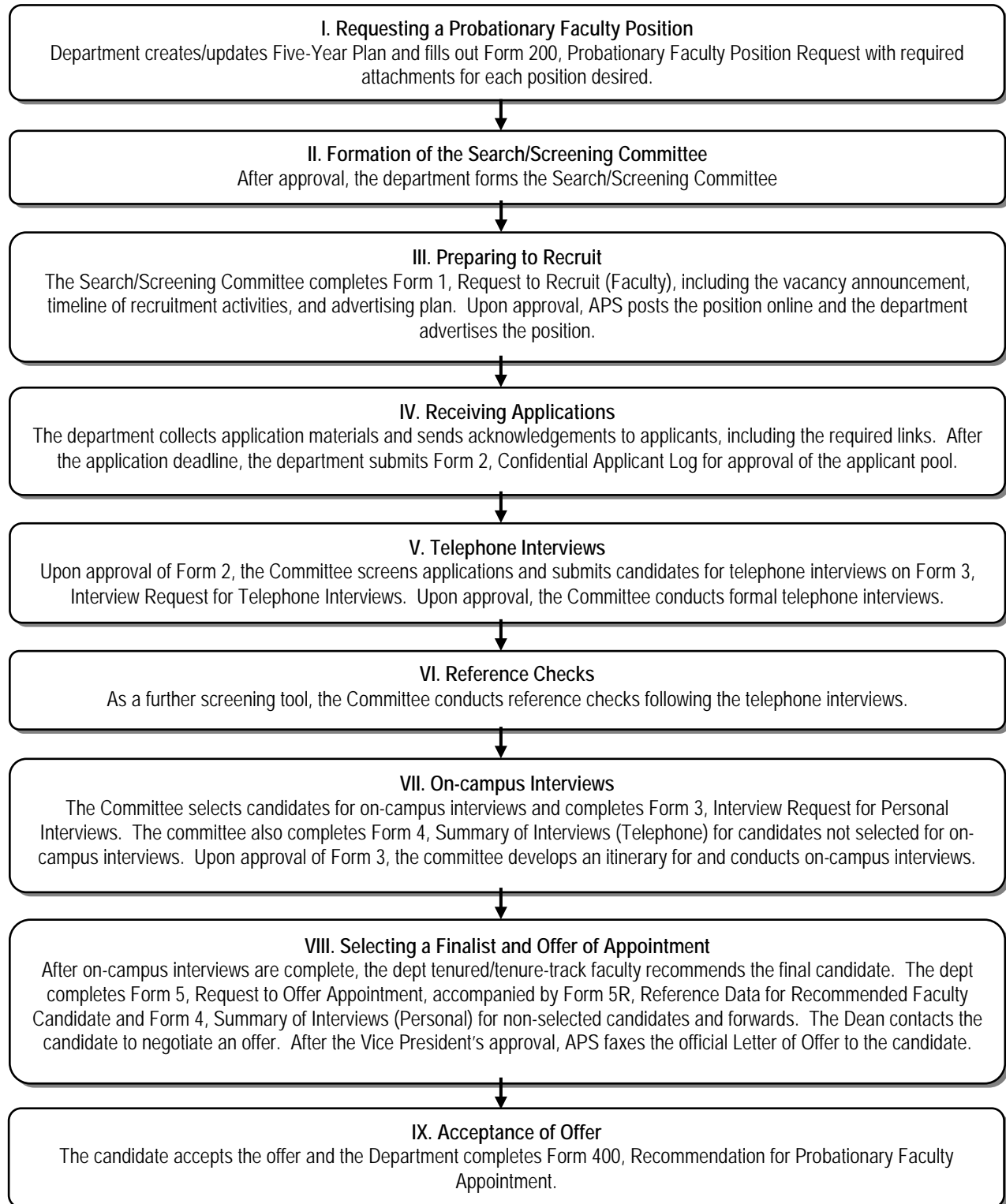
- Supervision and implementation of campus policies and procedures for recruitment and appointment of tenure-track and tenured faculty within the College;
- Reviewing Departmental annual requests for positions;
- Preparing and submitting a total position request to the Vice President including his/her ranking;
- Reviewing the Department recruitment strategies to develop a diverse community of faculty; and
- Conducting offer negotiations with candidate for recommendation of appointment.

The faculty **Search/Screening Committee**, hereinafter referred to as the Committee, has the responsibility to:

- Advertise for an adequate pool of candidates;
- Interview selected qualified candidates;
- Conduct interviews that offer candidates opportunities to demonstrate their qualifications; and
- Present the positive aspects of HSU as a diverse and inclusive community.

Recruitment Flowchart

Please use [current recruitment forms](#) from APS web-page



I. Requesting a Probationary Faculty Position

During each academic year, the Vice President establishes a specific deadline for tenure-track recruitment requests to be submitted to Academic Personnel Services (APS).

A. Required Documents

The Department submits the following required documents:

- Five-Year Plan for Faculty Recruitment (see **Appendix A**);
- Most recent Program Review Summary (2 pages, maximum – ***do not*** include the full program review); and
- [Form 200, Probationary Faculty Position Request](#), including funding source, for each position for which approval to recruit is being sought.

The following supporting documents also must be included with the Form 200, Probationary Faculty Position Request:

- Draft vacancy announcement; and
- Projected Workload for the new faculty member in the first academic year of employment. The projected workload should include a list of courses, any release time for your new faculty member in the first year, and collateral duties with WTU values.

In completing the Five-Year Plan for Faculty Recruitment, Departments should address at least the following:

- Programmatic needs;
- New emerging discipline areas;
- General or specific area(s) of specialization;
- Ratio of tenured and tenure-track faculty to temporary faculty; and
- Diversity of the faculty.

B. Vacancy Announcement

Developing a vacancy announcement is one of the most important steps in the recruitment process. The vacancy announcement is the department's opportunity to establish minimal and preferred criteria for selection. As you review your candidate pool, the vacancy announcement will guide your selection process.

[Vacancy announcement](#) templates are available on the APS website under [Probationary Faculty Recruitment Forms](#) (also see **Appendix B**). The template includes required wording and formatting for your vacancy announcement, as well as options for departments to consider, including:

- Rank for the position (Assistant Professor or open);
- Professional Qualifications including terminal degree requirements, acceptable academic disciplines, minimum qualifications, and preferred qualifications for the position;
- Professional Duties;
- Required application materials;
- Whether to accept electronic applications (doing so is likely to increase the size of the applicant pool); and
- Application deadline (minimum 30 day recruitment period).

In developing a vacancy announcement, it is important to be specific about minimum qualifications, while avoiding language or requirements that will restrict the applicant pool (e.g., do not advertise that a Ph.D. is required, if a DBA or an Ed.D. is also an acceptable terminal degree in your discipline). ***Please note that the department must justify a request to accept any degree other than a terminal degree in the discipline. However, the department may recruit faculty who are close to completing a terminal degree with criteria for reappointment specified in the vacancy announcement (e.g., terminal degree is required prior to a reappointment decision for a second probationary year). Departments hiring in hard-to-hire disciplines are encouraged to consider this option in order to expand your pool of qualified candidates.***

Consider what application materials will best assist the committee in evaluating the candidate's qualifications. Remember that application materials listed in the vacancy announcement are **required** for an application to be

considered complete. For example, if the Committee requires letters of recommendation, a candidate's file will not be considered complete until all letters have been received. An alternative approach is to require letters of recommendation from those candidates selected for telephone and/or personal interviews. Required materials usually include a letter of application, curriculum vita, graduate transcript showing the terminal degree, and three letters of recommendation or contact information for three professional references. Unofficial transcripts are acceptable at this stage of the search.

At this stage in the recruitment process, your vacancy announcement will still be a working draft. There will be opportunity to finalize the announcement after the position recruitment has been approved.

C. Steps toward Approval

Once all required documents have been compiled, the Department submits the materials to the Dean by the deadline established by the College Office. The Dean reviews and prioritizes all position requests. The Dean writes a memo to the Vice President indicating the ranking of positions and identifying any special needs or circumstances that might affect recruitments (e.g., market shortages or other budgetary concerns). The memo is attached to the department position request documents and the packet is forwarded to APS for review by the deadline established by the Vice President.

APS reviews the packet for completeness and forwards to the Budget Director for Academic Affairs. The Budget Director confirms position funding and forwards the documents to the Vice President. For Counseling faculty positions, APS forwards the completed packets directly to the Vice President of Student Affairs.

D. Position Approval

The Vice President reviews all complete recruitment request packets forwarded by the Dean and makes a final decision regarding each recruitment request. The Vice President informs the Dean of the final decision, and the Dean informs the appropriate departments.

Upon approval from the Vice President, APS assigns a Job Number to the approved position. This number will be used on the final vacancy announcement and in any advertising of the position.

II. Formation of the Search/Screening Committee

Once the position has been approved, the department forms a Search/Screening Committee.

A. Search/Screening Committee Membership Requirements

The faculty collective bargaining agreement (Article 12.22) specifies that Committees shall be elected and composed of tenured and/or probationary faculty from the department. If there are insufficient department members to serve on the Committee (at least three), the department shall elect tenured and/or probationary faculty members from a related academic discipline. Faculty participating in the Faculty Early Retirement Program (FERP) may serve if they are active faculty members during the recruitment cycle. FERP faculty may not make up more than 50 percent of the Committee.

Committee membership must comply with the [CSU Nepotism Policy](#), if applicable.

Committee members must participate in all aspects of the search process and must agree to maintain the confidential nature of all committee deliberations. Staff, students and interested community members may not serve on the Committee; however, they are encouraged to participate during the personal interview phase of the search.

Departments are encouraged to form Committees that are diverse. If the Department lacks diversity among its

eligible committee members, it may be appropriate to supplement the committee's membership to obtain a range of perspectives. This can be achieved by electing tenured or probationary faculty members from related fields to serve as full voting members of the committee. Alternatively, you may invite persons to serve as nonvoting consulting members of the committee. It is an affirmative action to bring some fresh perspectives into the hiring process. However, nonvoting committee members must not have access to applicant's confidential documents (e.g., transcripts and letters of reference) nor may they participate in voting or in meetings that involve any deliberations of a confidential nature. This will be further discussed in Section C.

Please note that during the on-campus interview phase of the search, all campus faculty, staff and students as well as community members may attend the various candidate presentations and provide feedback to the Committee.

B. Search/Screening Committee Orientation

The Committee chair must contact APS to arrange for an orientation to the recruitment process. The Committee Chair and the department staff support person are required to attend. All other Committee members are encouraged to attend the orientation, especially if they have not participated on faculty Committees in the past.

C. Confidentiality and Privacy Rights of Applicants for Faculty Recruitments

The recruitment process is confidential. Faculty who serve as members of a Search/Screening Committee shall maintain the confidential nature of all committee deliberations. All communication, written and verbal, concerning the selection process shall be confidential to the committee. All Committee members must sign a Confidentiality Acknowledgement & Agreement prior to reviewing applicant files (see Section III.A.).

All materials regarding applicants in the search process are protected by privacy laws and are, therefore, confidential. Committee members shall not share information regarding applicants including, but not limited to, their identity, strength of candidacy, rating system results, etc., with any individual outside of the screening committee except as authorized by the candidate.

It is illegal to contact individuals (i.e. references, present or previous employers) without prior permission from the applicant. The Faculty Applicant Release Statement must be signed and returned by the applicant prior to conducting any reference/employment verifications.

It is illegal to tape record individual conversation without permission of the individual (i.e. applicants or references). If it is necessary to tape record an interview due to the absence of a committee member, there must be agreement from the candidate and the statement should be made that once the absent member has listened to the recording it will be destroyed. The chair of the Committee is responsible for disposing of these tapes following their designated use.

Matters concerning numbers of applicants in a search, the status of the search, and all other aspects of the search process are presumptively confidential; however, after the finalists have been identified for on-campus interviews, their names and CVs may be shared with interested campus community members. All department probationary and tenured faculty may also review the applicant files of the finalists.

III. Preparing to Recruit

A. Recruitment Initiation

The department completes the Recruitment Initiation Packet, consisting of:

- Form 1, Request to Recruit (Faculty)

- Confidentiality Acknowledgement & Agreement for Search Committee Members and Department Support Staff
- Strategic Advertising/Recruitment Plan (see Section III.B.)
- Draft of the vacancy announcement (hard copy and sent electronically to APS)

The vacancy announcement should be updated with any changes or corrections since it was originally submitted with the initial Probationary Faculty Position Request (Form 200), and should now be close to its final format, including a realistic application deadline. The minimum recruitment period is 30 days, counting from the date the position is first posted on the APS website.

All recruitments should be complete (offer accepted) by April 15 of each year. Ideally, searches will be completed much earlier for best chance of success. When searches drag on, candidates begin to drop out of the pool, and the most highly qualified candidates may find employment elsewhere.

APS has provided an optional [Timeline](#) of recruitment activities that may be used as a guide to help the Committee plan their recruitment process. The steps in the process can be laid out with dates, allowing the Committee to view the full process from start to finish. It also provides opportunity to consider holiday and semester breaks when establishing goals and deadlines for the recruitment.

B. Application Deadline

Vacancy announcements must be posted for a minimum of 30 days on the Academic Personnel Services website. Most will be posted longer. In selecting an application deadline, Search Committees should consider holidays and break times. Departments are encouraged to use the following flexible application deadline language:

"The position is open until filled. First consideration will be given to completed applications received no later than [provide date]. Early response is encouraged."

Other alternatives are:

"Applications must be received by/postmarked by (your choice) [provide date]." (firm close date)

"Review of applications will begin on [provide date] and continue until position is filled." (open until filled)

Please note that if you choose to keep a position open until filled and the position is not filled for the academic year for which it was approved, it must be resubmitted during the subsequent annual position request review cycle. Approval to continue a search during the following academic year is not automatic and requires Provost approval.

C. A Strategic Advertising/Recruitment Plan

Successful recruitment for diversity requires much more than a passive, "business as usual" approach, or one driven by mere compliance with laws and regulations. Search/Screening Committees are expected to be strategic in developing a recruitment advertising strategy that will expand applicant pools. Your goal is to increase the diversity of applicants and candidates, not just to meet legal requirements. It is perfectly acceptable to make special efforts to seek out minority applicants during the initial recruitment/outreach stages of a search. These efforts constitute affirmative action. Once screening begins, the operant principle is that of equal opportunity. Of utmost importance is that our treatment of all applicants is consistent and fair. We must also be prepared to document our hiring practices in such a way that they can withstand outside scrutiny. If questions should ever be raised about the fairness of our campus faculty hiring practice, we want to be confident that each recruitment provides a full and complete record of our processes.

APS posts position vacancies on:

- APS website;
- CSU Careers website;
- HigherEdJobs.com website; and
- CalJobs website (California Employment Development Department).

It is the department's responsibility to place ads in all other approved media.

As part of the Recruitment Initiation Packet, the Search/Screening Committee will complete a Strategic Advertising/Recruitment Plan template. The plan will include a draft abbreviated ad copy to be used in the recruitment outreach efforts, as well as a placement list for the advertisement. The advertisement copy may be used in cases where it is cost prohibitive to place an ad consisting of the entire vacancy announcement. The short ad copy must reference the web address for the full vacancy announcement, should contain the Job number for applicants to reference in their application materials, and must also include the following statement: "HSU is an EO/ Title IX/ ADA Employer."

In considering where to advertise, departments should make every effort to distribute their ad widely and appropriately in Journals, discipline specific websites and newsletters, email distribution lists, and newspapers, as applicable. Special effort to place ads in publications, list serves and web sites that target minority applicants must be evident. See Appendix D for Job Listing Sites to Consider in order to enhance the diversity of your applicant pool.

Academic Personnel Services will review the department's Strategic Advertising/Recruitment Plan and recommend additional sources, if necessary, to help diversify the applicant pool.

At a minimum, the Strategic Advertising/Recruitment Plan should include the following:

- ☑ Advertisement in professional publications;
- ☑ Advertisement in at least one printed medium with national distribution in order to comply with federal Department of Labor requirements;
- ☑ Distribution of notices to colleges, universities, and professional organizations;
- ☑ Distribution of the position vacancy announcement at professional meetings;
- ☑ Posting of the advertisement on the department's Web site; and
- ☑ Direct solicitation of faculty, graduate students, and colleagues.

D. Recruitment Approval

After the Committee completes the Recruitment Initiation Packet, the Department Chair signs and routes the packet to the Dean's office for review and signature. The Dean forwards the signed packet to APS for review and signature by the Associate Vice President for Faculty Affairs (AVP/FA). At this stage, APS will be in contact with the Committee to finalize the vacancy announcement. APS forwards the packet to the Vice President for final approval. Allow approximately 1 week processing time for review and approval.

APS sends an E-mail to the Committee Chair, Department Chair and Dean to let them know that the Recruitment Initiation Packet has been approved and that the vacancy announcement will be posted shortly. The final version of the vacancy announcement is sent as an attachment to the approval email. Upon notification from APS that the Recruitment Initiation Packet has been approved, the department should begin to place advertisements according to the approved strategic advertising/outreach plan.

Please note that the department **may not** advertise the position until the Recruitment Initiation Packet is approved.

IV. Receiving Applications

As application materials are received, the Committee should establish a file for each applicant. Keep the applications in a secure place and restrict access to members of the Committee. Application materials should never be removed from campus.

All department probationary/tenured faculty may review only the files of those applicants selected for on-campus interviews. All other interested individuals may review the CVs of applicant finalists, not the applicants' files.

A. Acknowledging Applicants

Using the [Probationary Faculty Processing Guide](#) on the APS website, the department support staff (may not be a Student Assistant) tracks and acknowledges applicants to the position. Names and contact information are entered onto the [Faculty Applicant Spreadsheet Template](#). Data is then merged from the spreadsheet into the [Tenure-track Applicant Acknowledgement Sample E-mail](#) on the APS website to E-mail an acknowledgement letter to each applicant. The email can be modified as suits the needs of the department, but must include links to the [Confidential Data Form for Faculty](#) and the [Faculty Applicant Release Statement](#). The latter form must be signed by each applicant and either mailed or faxed back to the department prior to the Committee conducting any reference checks.

It is highly recommended that the department support staff send out these notifications on a flow basis, rather than waiting until the application deadline, in order to receive the Applicant Statements and any missing application materials in a timely manner.

B. Confidential Applicant Log: Form 2

The Committee screens the applications for minimum qualifications and completeness based on the minimum requirements stated in the vacancy announcement and enters this information on [Form 2, Confidential Applicant Log](#). Incomplete files may not receive full consideration until the file is complete. The Committee should contact those with incomplete files and let them know what documents are missing. If an applicant does not meet minimum qualifications, the reason for not meeting minimum qualifications is indicated on Form 2.

The initial screening is intended to eliminate those applicants that do not meet minimum qualifications as stated in the position announcement (e.g., degree in the wrong field). The in-depth screening of remaining eligible applicants begins after Form 2 is reviewed by APS.

After the initial application deadline, the Committee Chair signs and routes Form 2 to the Dean. The Dean reviews and signs Form 2, then forwards it to APS. The AVP/FA reviews and signs Form 2, and forwards it to the university compliance officer for final approval of the applicant pool. Once Form 2 is approved, APS will notify the Department Chair, Committee Chair, and Dean.

NOTE: Review of applications for preferred qualifications may **not** begin prior to the date specified in any of the preceding options above, but you may at any time start screening out those applicants who do not meet the minimal qualifications.

The department may not proceed with the search process until the applicant pool has been approved.

If a pool is judged to be of insufficient size or if it lacks quality, it may be necessary to reopen advertising, either by extending the deadline or by suspending the search until the next academic year (the latter must have the Vice President's approval). To extend the search, the department should send a written request by fax, email or memorandum to APS, with a copy to the Dean. The request should include the new deadline, as well as an explanation of the department's intended additional advertising and outreach efforts.

V. Telephone or Professional Meeting Interviews

Upon approval of Form 2: Confidential Applicant Log, the Committee can proceed with screening applications and selecting candidates for telephone interviews based on predetermined selection criteria. Screening must be done in closed session by the elected faculty members of the committee. The committee can select as many candidates as is feasible for the telephone interviews; committees are encouraged to also select alternates in case selected candidates withdraw.

If there are any internal on-campus candidates for the position, all Committee members must review the candidate's official personnel action file (PAF) and sign the log as part of the contractually required Careful Consideration process. The personnel file should be considered as part of the application materials for the internal applicant (for more on internal candidates see [Section XI.A.](#)).

A. Interview Request – Telephone: Form 3T

The Committee completes [Form 3, Interview Request](#) for Telephone Interviews, attaching the original application files for all candidates listed on the form, including alternates. The Search Committee Chair reviews and signs Form 3T and forwards it to the Dean with application files. The Dean reviews, signs and forwards Form 3T with candidate files to APS. APS checks the applicant files against the requirements stated in the vacancy announcement to ensure that the applications are complete. The AVP/FA approves Form 3T and APS notifies the Committee, Department Chair, and Dean. A committee member or department support staff picks up the applicant files in APS.

*Please remember that application materials are confidential. They should always be hand-delivered to the next reviewing office and may NOT be carried by student assistants.
Never send application files through campus mail.*

B. Conducting Telephone Interviews

The telephone interview provides a low-cost opportunity to become acquainted with candidates and adds a personal contact that supplements the paper file. There is a risk in that a person with strong qualifications may be eliminated because s/he may not have the best telephone skills. This person may be more successful in a personal, on-campus interview. However, telephone interviews can help the committee to screen a candidate whose written materials are somewhat ambiguous, or where it is unclear whether s/he meets the basic criteria.

The committee should develop a standard set of questions that are asked of all candidates. Follow-up questions specific to the candidate's response may be asked, but the same topics must be covered in all interviews (see **Appendix E**). Set up the call in advance at a mutually convenient time; let the candidate know what to expect, plan opening introductions and closing statements that will put the candidate at ease and show respect. Each candidate should have an opportunity to ask questions of the Committee. Notes should be taken and become part of the candidate's applicant file.

All committee members should plan to attend the telephone interviews for all of the candidates. If it is not possible for all to attend, the telephone interviews must be taped for the committee member(s) to listen to later. At least 2 committee members must be present for the live interview.

Remember: It is illegal to tape record individual conversation without permission. If it is necessary to tape record an interview due to the absence of a committee member, there must be agreement from the candidate and the statement should be made that once the absent member has listened to the recording the tape will be destroyed. The chair of the Committee is responsible for disposing of these tapes following their designated use.

C. Professional Meeting Interviews and Information Sessions

As part of the screening process, departments may conduct interviews at professional meetings. These interviews may replace the telephone interview process, but may not substitute for on-campus interviews. The following guidelines apply:

- The following statement must be included in the vacancy announcement, as notice to all applicants: "After preliminary screening, successful candidates will be interviewed at the (name of meeting) to be held in (location) on (dates of meeting)."
- The department must confirm that all those selected for interview will be attending the conference. The department must make alternate arrangements for any applicant who is unable to attend the conference. Please

contact APS for options. An applicant who is unable to attend a professional meeting for the interview must not be disadvantaged in the recruitment process.

- All committee members should attend the conference and be present for the interviews.
- As with all formal committee interviews, the department must develop "scripted" questions that are asked of all candidates.

Alternatively, an information session at a conference may be employed. This allows one or two members of the Committee to gather information and explore areas of mutual interest with attendees who are candidates or prospective candidates. Notes should be taken and become part of the candidate's applicant file.

VI. Reference Checks

Upon completion of telephone interviews, the committee may conduct reference checks to further narrow the pool of candidates for on-campus interviews. The [Faculty Applicant Release Statement](#) (see **Section IV.A.**) must be on file prior to conducting reference checks. A faxed or electronic signature is acceptable at this stage in the search. An original signature should be obtained if the candidate is invited to campus for an interview.

Reference checks are not limited to names listed by the candidates; however, the applicant should be informed that such referees might be contacted. Further, all referees who are contacted must have experience with the applicant that would enable the referee to verify the accuracy of information provided in the application materials and in the telephone and/or on-campus interviews. The same topics should be covered in all reference interviews for all candidates. At least one referee should be someone who supervised the applicant and who was responsible for performance evaluations of the candidate's most recent employment. If the applicant is someone who is pursuing or recently completed a Ph.D., then the referee contacted should be the chair of the candidate's dissertation committee.

At least two Committee members must be present for reference checks. Members of the Committee who contact referees are responsible for ensuring that the questions asked and information obtained relate to the position, are nondiscriminatory, and are summarized in writing and placed in the applicant's pre-employment file.

Whenever Committee members become aware formally or informally of negative information (e.g., drinking/drug problem, emotional instability, involvement in sexual harassment, legal problems) on a particular candidate, such information should be handled with appropriate caution. Negative information should be used only if it is confirmed by other reliable sources or references. Keep in mind that there are personal and professional reputations at stake. It may even be necessary to seek advice from legal counsel, via the Associate Vice President for Faculty Affairs, if any very delicate issues arise during recruitment. When in doubt, consult.

VII. On-campus Interviews

A. Personal Interview Request: Form 3P and Summary of Interviews: Form 4T

The Committee completes [Form 3, Interview Request](#) for Personal Interviews for those candidates selected for on-campus interviews. Generally departments bring 3 or 4 candidates to campus, but this number may be higher or lower depending on the number of qualified candidates and budgetary constraints. Committees are encouraged to identify alternates in case selected candidates withdraw.

Form 4, Summary of [Telephone] Interviews (Form 4T) should also be completed at this time. Form 4T must list all candidates on the approved Form 3T who were not selected for an on-campus interview. The rationale for non-selection should be stated in terms of the qualifications listed in the vacancy announcement. Avoid comparing between or ranking candidates. Alternates approved on Form 3T who were not selected for further consideration should also be listed, including those not interviewed. Use "not interviewed" as the rationale for non-selection for alternates who were not interviewed.

The Search Committee Chair reviews and signs Personal Interview Request: Form 3P and forwards it to the Dean, attaching the original application files for all candidates listed on the form, including alternates. Summary of Interviews: Form 4T should also be forwarded at this time. The Dean reviews, signs and forwards the Personal Interview Request (Form 3P) with applicant files and the Summary of Interviews (Form 4T) to APS. APS reviews the files for completeness. The AVP/FA reviews the Personal Interview Request form and forwards it to the Vice President for final approval. Upon approval, APS notifies the Committee, Department Chair, and Dean. A

Please remember that application materials are confidential. They should always be hand-delivered to the next reviewing office and may NOT be carried by student assistants.

Never send application files through campus mail.

Committee member or department support staff picks up the applicant files in APS.

B. Scheduling the On-campus Visit

Upon approval, the Committee schedules dates for the campus visits. **The Committee may not contact candidates to set up personal interviews until the Personal Interview Request Form 3P has been approved by the Vice President.** A minimum 2-day campus visit for each candidate is strongly encouraged.

The on-campus visit is a critical part of the search process. Remember that the candidate is also learning about our campus and the community during the personal interview. Using the vacancy announcement as a guide, develop one or more ways of assessing each candidate on each qualification. Each candidate, including internal candidates, must be given the same opportunities for meetings, presentations, etc. during their visit to campus. Candidates should be provided with transportation between campus and the airport or hotel, as well as escort around campus between meetings.

The Committee should schedule times for each candidate to participate in the following activities:

- Meet with the AVP for Faculty Affairs or Vice President for Student Affairs (Counseling faculty)
- Meet with the Dean
- Meet with the Department Chair
- Interview with the Search/Screening Committee (this is a formal interview with Committee members only, using a standard set of interview questions.)
- Conduct a classroom presentation (for student feedback)

Other activities may also be scheduled. Some suggested activities are:

- Conduct a research presentation
- Meet with individual faculty members
- Meet with students
- Meet with community members
- Meals with faculty
- Tour of campus (can be arranged through Office of Admissions)
- Appointment with a realtor
- Pick up benefits packet from Human Resources

Sell the University to the candidate – be prepared to discuss what the University has to offer in terms of:

- Working environment
- Nature of student body
- Support for faculty professional development
- Resources for conducting research
- Salary
- Cost of housing
- Moving/relocation expenses
- Geographical location
- Social and cultural amenities
- Local schools
- Employment/educational opportunities for spouse

When setting up the visit, ask the candidates about any special needs they may have during the visit. Ask if they need technical support for presentations. You may customize the schedule if a candidate expresses interest in certain aspects of the University or surrounding community. Accommodating specific requests is always acceptable. Based on the needs of both the University and the candidate, develop a detailed schedule for the campus visit.

Be considerate of candidates' needs. Ideally an interview is a chance to see people at their best, not an endurance contest. Allow time to recover from jet lag; provide brief rest opportunities during the day; schedule a little free time before major events such as formal interviews or research/classroom presentations.

Prepare an itinerary for the visit to be distributed to all faculty members in the Department as well as to all other interested parties. This itinerary should be accompanied by a CV or short professional sketch of the candidate so that everyone can be acquainted with the candidate's background. Ensure maximum faculty participation in meetings with candidates. It can be embarrassing when only one or two people show up. Department faculty members should be fully informed of the visit and urged to participate.

Encourage your colleagues to be upbeat and positive about the Department and the University. Be sure that faculty members/Chairs are not making unauthorized promises or conflicting interpretations of policy.

In all aspects of the campus visit, good care should be taken to treat all candidates comparably. If there are internal candidates for the position, do all you can to treat them like off-campus visitors. Devote the same amount of time to all interviews. While internal candidates may not need a campus tour, they should have the same opportunities for meetings and meals with the Committees or faculty groups (for more on internal candidates, see **Section XI.A.**).

Notes and evaluative materials from the campus interview should become part of the candidate's applicant file.

C. Associate Vice President for Faculty Affairs Interview

As part of the on-campus visit, faculty candidates must meet with the AVP/FA or his/her designee for a 30-minute interview. Departments should contact APS to set up these meetings as soon as the dates have been confirmed for all of the candidates. At least one day prior to each on-campus interview, departments must provide a candidate packet to APS consisting of a copy of the curriculum vita and a detailed on-campus interview schedule.

Note: Counseling faculty candidates will meet with the VP for Student Affairs rather than the AVP/FA. Please contact the Office of the VP for Student Affairs to schedule these meetings.

D. The Search/Screening Committee Interview

The interview with the Committee is the most formal and standardized part of a campus visit. Fair employment practice requires that each applicant have the same opportunity to respond to the same questions. Even at the risk of seeming somewhat mechanical or over-structured, be sure to ask each question in the same way and to follow the same interview procedures in terms of format and timelines. Topics typically addressed in interviews include:

- Educational background;
- Teaching experience;
- Demonstrated ability and/or interest in working with a diverse student population including age, gender, race, ethnicity, differing abilities, learning styles;
- Potential for or evidence of research, scholarship, and creative activities in the field;
- Appropriateness of training and/or interest to curricular needs;
- Evidence and/or interest in being involved in their professional community;
- Demonstrated ability and/or interest to advise students;
- Breadth and flexibility of teaching areas;
- Demonstrated ability and/or interest in establishing collaborative working relationships with students, faculty, and staff; and
- Demonstrated ability and/or interest contributing to the University's mission.

Design questions that will allow you to differentiate between candidates. Asking if a person can work well with a diverse student body will almost invariably yield an affirmative answer. You can learn much more by asking for

examples of how a standard topic in one's field has been, or even could be, adapted to fit the learning styles of diverse groups of students. In short, supplement the standard factual questions with requests for examples and responses to hypothetical scenarios.

It is imperative that **certain questions not be asked** in either formal or informal settings (e.g., questions regarding age, nationality, marital status, medical conditions, childcare accommodations, religion, and sexual orientation). Such personal information may be volunteered as a result of social or informal exchanges, but it must not be used or referred to in the course of determining who is to be appointed (**See Appendix E**).

Prior to leaving campus, candidates should submit to the Department staff all necessary documents/receipts to complete the travel expense claim. At that time Department staff should have the candidate fill out and sign [Form 119 – Faculty Recruitment Payment Request](#). Please note that reimbursement for travel from the general fund is limited to travel in the United States.

If you have not done so earlier, have the candidate sign the [Faculty Applicant Release Statement](#) to be able to contact additional references.

E. The Exit Interview with the Department Chair

An exit meeting should be scheduled with the Department Chair. At this point it is appropriate to have a conversation with the candidate about his/her professional and personal needs. The Department Chair should take time to explain the expectations for retention, tenure, and promotion. It should be made clear to the candidate that this conversation is a mutual exchange of information and definitely not a negotiation. Under no circumstances can a department chair commit university resources to a candidate.

At the end of the exit interview, the department chair should inform each candidate of when s/he might expect to hear the results of the recruitment process. S/he should be given an opportunity to ask questions. When the campus visit is concluded, a member of the Committee should assist with the candidate's departure.

VIII. Selecting a Finalist and Offer of Appointment

The Committee should meet promptly after the personal interviews to gather and consider all comments and recommendations. Such input may be solicited by requesting written feedback from those individuals who attending open meetings and by requesting student-rating forms if the candidate made a classroom presentation. All feedback should be treated as advisory by the Committee.

At this time, the Committee chair convenes a confidential meeting of all department probationary and tenured faculty members to discuss the on-campus interviews and to select a finalist. Alternatively, the department faculty may decide to either extend the search or seek permission to reopen the search during the next recruitment cycle.

The candidate recommended for hire to the Dean must be recommended by a majority of the probationary/tenured faculty members of the department. A memo certifying this majority recommendation should be signed by all probationary/tenured faculty members. Any probationary/tenured faculty who disagrees with the majority vote must also sign this memo to certify that they voted but disagreed with the majority. In such cases, the dissenting faculty member(s) may write a memo explaining reservations.

It is critical that the department meet and decide on a recommended candidate in a timely fashion to avoid the risk of losing a first choice candidate.

- A. Request to Offer Appointment: Form 5**
- Reference Data for Recommended Faculty Candidate: Form 5R**
- Summary of Interviews: Form 4P**

After selecting the final candidate, the department completes [Form 5, Request to Offer Appointment](#). The department should fill out as much information as possible for the candidate, including complete contact information. A fax number is especially helpful, as initial offer letters are sent via fax in order to expedite the process. Form 5 must be accompanied by:

- Application file for the recommended candidate
- [Form 5R, Reference Data for Recommended Faculty Candidate](#). Three references are required, and must include at least one individual who was responsible for performance evaluations of the candidate's most recent employment. If the candidate is currently in a doctoral program, the candidate's dissertation chair should be contacted.
- [Form 4, Summary of Interviews \(Faculty\)](#) for Personal Interviews (Form 4P). This form lists all candidates on the approved Personal Interview Request form (Form 3P) who were not recommended for hire, including any alternates, even if not interviewed.
- Signed memo from all tenured/tenure track department faculty to the Dean certifying that a majority of the tenured and tenure-track faculty in the department recommend the candidate for the position.

A Search Committee member or department support staff hand delivers the completed recommendation materials to the Dean office.

B. Negotiating the Offer

The Dean or designee contacts the finalist to discuss the terms and conditions of the offer. Negotiations may include discussions about:

- Salary – In negotiating a salary, the Dean must consider equity issues throughout the College/Library. The negotiated annual salary must be divisible by 12 since the monthly salary must be in whole dollar amounts;
- Rank – Most new faculty are hired at the Assistant Professor or equivalent librarian/counselor rank; advanced rank may be considered if warranted by merit. Please note that the College Personnel Committee must review the candidate's file if there is interest in an advanced rank appointment. (see **Section XI.C.**);
- Service Credit – Up to two years of service credit for probation based on previous service at an accredited post-secondary institution, previous full-time employment, or comparable experience may be granted to new faculty. Please note that service credit may not be rescinded, so it may not be in the candidate's best interest if it places him or her at risk relative to retention/tenure/promotion;
- Moving Expense Reimbursement;
- Assigned Time;
- Travel Funds for Research/Paper presentations at professional meetings;
- Office Equipment (e.g., computer);
- Lab Equipment; and
- Research Start-up Funds.

The candidate may negotiate over certain terms and conditions of the offer; however, the final offer must be reasonable in terms of the finalist's background, salary equity and within the general parameters of available resources. Avoid being drawn into long and protracted negotiations – some candidates may be negotiating to enhance a competing salary offer elsewhere or at their home institutions. Further, you risk losing a second choice candidate when negotiations are belabored.

After completing negotiations with the candidate, the Dean signs the Request to Offer Appointment: Form 5 and hand-delivers the packet of materials to APS for review and processing.

C. Letter of Offer

The AVP for Faculty Affairs reviews the recommended candidate's file and all accompanying materials and forwards the packet and a recommendation to the Vice President for final approval. The Vice President and/or AVP may

contact the Dean to discuss the terms and conditions of the offer. When the Vice President approves the offer, APS or the Office of Student Affairs prepares the formal Letter of Offer for the Vice President's signature.

APS or the Office of Student Affairs faxes the Letter of Offer to the candidate with a return deadline of approximately 1 week from the date of offer. At the request of the Committee, Department Chair, Dean or Vice President, this time frame may be shortened or lengthened.

IX. Search Completion

Upon receipt of the faxed acceptance of the offer, APS notifies the department and mails the original offer letter to the candidate for signature and return. APS distributes copies of the signed original letter to the appropriate offices when received.

A. Recommendation for Probationary Faculty Appointment: Form 400

The department picks up the applicant file in APS and prepares [Form 400, Recommendation for Probationary Faculty Appointment](#) based on the final negotiated offer. The department creates a Person of Interest (POI) record for the candidate in PeopleSoft to generate an HSU ID number if they do not already have one.

The Department Chair signs Form 400 and routes to the Dean for review and signature. The Dean forwards the signed form to APS for final review and distribution to the appropriate offices.

B. Declined Offer

If an offer is declined, departments have the option of offering the position to another qualified candidate in their pool. In such cases, they would complete a new Request to Offer Appointment: Form 5 with related attachments and resubmit the forms to the Dean for the new candidate (see **Section VIII.A.**). If there are no other viable candidates in the applicant pool, the Committee or Department Chair should send a memo to the Dean, the Vice President, and APS to inform them that the search was unsuccessful. Departments may request that the search be reopened in the following year; such requests must be approved by the Vice President. Please note that approval to reopen an unsuccessful search is not automatic.

X. Candidate Inquiries and Non-selected Candidates

Departments may be contacted by candidates requesting to know the status of the search. Refrain from discussing the details of the search with candidates. Departments should inform candidates that confidentiality prohibits the dissemination of faculty search details. You may inform candidates of an approximate date that they can expect to be contacted regarding their final candidacy status.

Applicants who do not meet the minimum qualifications or who are otherwise rejected should be notified in writing as soon as the Committee makes this decision. Once the hiring committee has selected the list of semi-finalists, a letter should be sent to each applicant who is not in the pool. Any applicant whose candidacy remains viable should not be notified until a final offer has been made and accepted.

If any of the candidates interviewed request information regarding his/her non-selection, the response should be that the selected candidate best satisfied Department curricular needs.

XI. Special Circumstances

A. Internal Candidates

Departments may have internal candidates for their position (e.g., a lecturer applying for the tenure-track opening). In such cases, the internal candidate's personnel action file (PAF) must be reviewed and considered as part of the application materials for the position. Each Committee member is required to review the internal candidate's personnel action file and sign the log as part of the contractually required Careful Consideration process (see **Section V**).

If an internal candidate is one of the finalists selected for on-campus interviews, every effort should be made to treat him or her in the same way you would treat off-campus candidates (however, campus tours are generally not necessary). Internal candidates should have the same opportunities for participation in meetings, presentations, interviews, meals, etc., as the other finalists (see **Section VII.B.**). Internal candidates should not participate in or attend open forums or meetings with other candidates for the position.

B. International Faculty

Candidates who are not U.S. citizens or permanent residents must be informed that proof of eligibility to work in the U.S. must be presented before they can begin work. The Vice President's office will assist international faculty through the visa acquisition process in order to obtain legal work authorization. Because this process is long and complex, newly-hired faculty are encouraged to start it as soon as they accept the position.

For additional information on employment eligibility, please see the CSU Employment Policy online at: <http://www.calstate.edu/HRAdm/Policies/HR94-29.pdf>. The CSU Immigration Manual, which can be viewed at http://www.calstate.edu/GC/Docs/Immigration_Manual.doc, may also provide further useful information for international faculty.

It is important to emphasize that it is the employee's responsibility to maintain a visa status that permits employment.

C. Mid-year Appointment Considerations

There are several issues to consider before hiring faculty to begin in the Spring semester (referred to as a mid-year hire). Mid-year hires do not receive salary or health benefits during the July and August pay periods following their initial appointment. The Dean or Department may agree to reimburse health care costs for the two month gap, but such reimbursement may not come from general fund dollars. The Letter of Offer should be clear on the mid-year hire's health/pay benefits status for the summer months immediately following the initial appointment.

The collective bargaining agreement states that for the purpose of calculating the probationary period, a year of service commences with the first fall term of appointment (CBA 13.6). Initial probationary appointments commencing at spring semester shall last until the end of the succeeding academic year (CBA 12.21). Therefore, mid-semester hires, by definition, have a one semester extension to their probationary period.

D. Appointments at Advanced Rank

Appointments may be made at any rank, however,

New faculty unit employees are typically recruited at the assistant professor/senior assistant librarian rank unless the position or particular circumstances warrant a lower or a higher rank. In the case of higher rank, the candidate usually has held the same rank for which recommendation is being made. However, possession of advanced rank in itself does not necessarily justify advanced rank appointment. Except in emergency situations where consultation is not possible, an offer at a rank higher than an assistant professor/senior assistant librarian should have the college promotion committee's determination as to whether or not promotion to advanced rank would be considered if the appointee were a current faculty member (*HSU Faculty Handbook, Section 506*).

Appendix A: Five-year plan for Faculty Recruitment

Appendix B: Vacancy Announcement

Template available at:

http://www.humboldt.edu/~aps/docs/forms/VacancyTemplate_Probationary.doc



VACANCY ANNOUNCEMENT FULL-TIME, TENURE TRACK POSITION PREFERRED STARTING DATE AUGUST 20__ JOB # _____

AREA OF INSTRUCTION: *(List discipline/specialty/emphasis)*

RANK AND SALARY: *(Option 1):* We seek to fill this position at the Assistant Professor level, however rank and salary are dependent upon the appointee's qualifications and experience. *(Option 2):* Rank and salary are dependent upon the appointee's qualifications and experience. The current California State University Salary Structure is available at: <http://www.humboldt.edu/~aps/docs/Salary-Schedule.xls>.

If you want to hold open the possibility of offering someone from the pool of applicants responding to this announcement a Full-time Temporary appointment, an option that has become increasingly more relevant as searches have become more difficult, you **MUST** include the phrase:

"If unable to fill this position, it may be converted to a full-time temporary appointment." Please note, however, that a new full-time temporary faculty can not be hired until all qualified incumbent lecturers are offered courses up to an including a 1.0 time base.

MINIMUM QUALIFICATIONS: List degrees**, specializations, experiences, abilities, etc. which are absolutely necessary for further consideration. You **must** include a version of each of the following four statements:

- ✓ **"potential for" or "record of"** (as appropriate to rank offered) **"research, scholarly and/or creative activity" "involving students whenever possible";**
- ✓ **"demonstrated potential for effective teaching" or "teaching experience"** (as appropriate to the rank offered) **"using a variety of methodologies" ;**
- ✓ **demonstrated ability and/or interest in teaching a broad range of courses to diverse students (majors, general education students, etc.).**
- ✓ **"demonstrated ability and/or interest in preparing individuals to function in a culturally and ethnically diverse society."**

****NOTE:** When listing the required degree, you must specify that the degree **"must be from an accredited institution of higher education."** If the university granting the degree is not U.S., then the issue of accreditation is moot, and we will have to seek an appropriate alternative way to evaluate the legitimacy of the degree granting institution. However, the short phrase above gives us the right to look for some equivalent alternative way, such as

recognition from an appropriate governmental agency.

You may not hire someone ABD, unless the job announcement includes the statement: "Doctorate [or appropriate terminal degree] is required for tenure." Department might consider the following language for terminal degree requirements. It is important to note that accepting ABDs as applicants does not require that a department hire an ABD. However, allowing ABDs to apply may enhance both the size and the diversity of your applicant pool. This is especially important in hard-to-hire subject areas. The following language might be considered:

Ph.D. or equivalent conferred, or ABD with considerable progress towards degree completion by appointment date. Terminal degree is required for reappointment to [xxx] probationary year.

Degrees from closely related fields and majors and ABDs will be considered.

ABD or Ph.D. (or equivalent) in [list subject area] or closely related field. A doctorate from an accredited institution of higher education is required for tenure. Preference will be given to candidates with Ph.D. or equivalent at time of employment.

DESIRED/PREFERRED QUALIFICATIONS: Include additional training, experience, or abilities that will be used to distinguish among applicants who meet minimum qualifications (an applicant who has some or all of these additional qualifications may be preferred over one who does not, but *need not* be preferred for that reason alone.) **NOTE:** Preferred qualifications may serve as criteria for selection of finalists and should be consistent with duties of the position (see below).

Examples of wording used in position descriptions to signal interest in diverse perspectives include the following:

- Conducts scholarship in areas related to diversity (as needed by the department carrying out the search)
- Experience with a variety of teaching methods and/or curricular perspectives
- Previous experience interacting with communities of color
- Experience in cultures other than their own
- Academic experiences and interests in culturally diverse groups
- Interest in developing and implementing curricula that address multicultural issues
- Demonstrated success in working with diverse populations of students

PROFESSIONAL DUTIES:: List actual tasks or functions to be performed, e.g., teaching certain courses/subject areas at various levels, engaging in research, scholarly and/or creative activity, participating in University or community service, developing and implementing learning outcomes based program assessment plans, developing grant proposals, student advising--whatever the appointee may be expected to do. **NOTE:** The duties of the position imply the qualifications needed, and should be consistent with minimum and preferred qualifications.

Must be added at end of list of duties:

Instructional assignments will be consistent with the programmatic needs of the department and students.

The following statement MUST be included: The primary professional responsibilities of instructional faculty members are: teaching, research, scholarship, creative activity, and service to the University, profession and to the community. These responsibilities include: advising students, participation in campus and system-wide committees, maintaining office hours, working collaboratively and productively with colleagues, and participation in traditional academic functions.

THE UNIVERSITY: Use the following paragraph:

Humboldt State University is part of the 23-campus California State University system. The University has a comprehensive arts and sciences curriculum, which is recognized nationally for its high academic quality. Founded in 1913, HSU is one of the premier, public institutions in the western United States; it is a residential and rural campus with an enrollment of approximately 7,500 students. The main campus is located in Arcata, California, in the northwestern part of the state along the coast, situated among redwood trees in an area that offers unmatched scenic beauty, moderate climate and opportunities for outdoor activities. The surrounding Humboldt County locale has a population of 130,000. The community offers an excellent range of businesses, services and cultural activities/performances. The local schools are ranked in the top performance percentiles, both nationally and in the state.

Humboldt State University is committed to student-centered learning, free scholarly inquiry and academic excellence, hires on the basis of merit, and encourages qualified minorities, women and persons with disabilities to apply .

Additional information about Humboldt State University can be found at: <http://www.humboldt.edu>. Humboldt State University provides an excellent benefits package for faculty. Information about the benefits plans available to HSU faculty can be found at the following website: http://www.calstate.edu/Benefits/Summaries/2007_Faculty-Unit%203.pdf.

Include any additional information about the department and its programs.

REQUIRED DOCUMENTATION: Standard documentation includes: letter of application; curriculum vitae; three letters of recommendation [for names and contact information of three professional references]; and transcripts from institution awarding highest degree (unofficial transcripts are sufficient for initial review). This portion of the announcement *must* include the specific statement:

“Employment contingent upon proof of eligibility to work in the United States.”

In letter of application, please refer to **Job #** _____

APPLICATION DEADLINE: Use: **“Review of applications will begin on [provide date] and continue until position is filled.”** However, if you want the option to close the search at some time after this date, you may add to this sentence: **“...; however, the position may be closed when an adequate number of qualified applications are received.”** *IF you really want to lock yourself into a firm closing date, then state: “Applications must be received by/postmarked by (your choice) and state a date. NOTE: Review of applications for preferred qualifications may not begin prior to the date specified in either sentence above, but you may at any time start screening out those who do not meet the minimal qualifications.*

Alternative language: This position is open until filled. First consideration will be given to completed applications received no later than _____. Early response is encouraged. Candidates are welcome to utilize fax (707-826-____) or e-mail (_____) for correspondence.

Then add: **“Address applications, required documentation and/or requests for information to:**

_____, Search Committee Chair

Department of _____

Humboldt State University

One Harpst Street

Arcata, California 95521-8299

Phone (707) 826- ____ / Fax (707) 826- ____

If you wish to accept applications in part **via e-mail**, then so state this and include the e-mail address.

The following paragraphs **must** be included at the bottom of all faculty position announcements.

In addition to meeting fully its obligations under federal and state law, Humboldt State University is committed to creating a community in which a diverse population can live, work and learn in an atmosphere of tolerance, civility and respect for the rights and sensibilities of each individual. To that end, all qualified individuals will receive equal consideration without regard to economic status, race, ethnicity, color, religion, national origin or cultural background, political views, sex or sexual orientation, or other personal characteristics or beliefs.

AN EQUAL OPPORTUNITY / TITLE IX EMPLOYER

Upon request, reasonable accommodation will be provided to individuals with protected disabilities to (a) complete the employment process and (b) perform essential job functions when this does not cause an undue hardship.

Job # ____

Current vacancy template . . .



VACANCY ANNOUNCEMENT
FULL-TIME, TENURE TRACK POSITION
STARTING AUGUST 20__
JOB # _____

Area of Instruction: *(List discipline/specialty/emphasis)*

Rank and Salary: *(Option 1):* We seek to fill this position at the Assistant Professor level, however rank and salary are dependent upon the appointee's qualifications and experience. *(Option 2):* Rank and salary are dependent upon the appointee's qualifications and experience. The current California State University Salary Structure is available at: <http://www.humboldt.edu/~aps/docs/Salary-Schedule.xls>.

Professional Qualifications: A Ph.D. (*i.e. terminal degree*) in (*discipline*) from an accredited college or university is required at time of appointment. (*List additional qualifications, e.g. demonstrated teaching effectiveness, here.*) The candidate must have a demonstrated interest and ability to teach a broad range of courses to diverse students (majors, general education students, etc.). Candidates whose qualifications also suit them to prepare individuals to function in a culturally and ethnically diverse society are especially encouraged to apply.

Professional Duties: *(List responsibilities: teaching – types of courses, subject areas - supervision, other ancillary responsibilities, etc.)*

To be added at end of list of duties:

Instructional assignments will be consistent with the programmatic needs of the department and students.

The following statement MUST be included: The primary professional responsibilities of instructional faculty members are: teaching, research, scholarship, creative activity, and service to the University, profession and to the community. These responsibilities include: advising students, participation in campus and system-wide committees, maintaining office hours, working collaboratively and productively with colleagues, and participation in traditional academic functions.

General Information: Humboldt State University is part of the 23-campus California State

University system. The University has a comprehensive arts and sciences curriculum, which is recognized nationally for its high academic quality. Founded in 1913, HSU is one of the premier, public institutions in the western United States; it is a residential and rural campus with an enrollment of approximately 7,500 students. The main campus is located in Arcata, California, in the northwestern part of the state along the coast, situated among redwood trees in an area that offers unmatched scenic beauty, moderate climate and opportunities for outdoor activities. The surrounding Humboldt County locale has a population of 130,000. The community offers an excellent range of businesses, services and cultural activities/performances. The local schools are ranked in the top performance percentiles, both nationally and in the state.

Include any additional information about the department and its programs.

Humboldt State University is committed to achieving the goals of equal opportunity and endeavors to employ faculty and staff of the highest quality reflecting the ethnic and cultural diversity of the State. Additional information about Humboldt State University can be found at: <http://www.humboldt.edu>. Humboldt State University provides an excellent benefits package for faculty. Information about the benefits plans available to HSU faculty can be found at the following website: http://www.calstate.edu/Benefits/Summaries/2007_Faculty-Unit%203.pdf.

Application: Qualified candidates should send *Suggested application materials:* a letter of application, curriculum vita, transcripts (unofficial copies are sufficient for initial review), and *Option 1:* three recent letters of recommendation to: *Option 2:* the names and contact information of three professional references to:

_____, Search Committee Chair
Department of _____
Humboldt State University
One Harpst Street
Arcata, California 95521-8299
Phone (707) 826- ____ / Fax (707) 826- ____

In letter of application, please refer to **Job #** _____

Application Deadline: All complete application files received by _____, will receive full consideration. Those arriving after this date may be considered if the position is not filled. Candidates are welcome to utilize fax (707-826-____) or e-mail (_____) for correspondence.

If interviewing at a professional meeting: After preliminary screening, successful candidates will be interviewed at the *Organization's name* meeting to be held in *City, State, Dates*.

The University is an Equal Opportunity/Title IX/ADA employer with a strong commitment to diversity and encourages applications from women, members of all ethnic groups, veterans and people with disabilities. Humboldt State University employs only individuals authorized to work in the United States.

Job # _____

Appendix C: Guide to Effective Searches

HSU Office of Diversity and Compliance: <http://www.humboldt.edu/~odcs/guideEffectSearch.html>

Appendix D: Faculty Recruitment – Attracting a Diversity Candidate Pool

Job Listing Sites to Consider

Diversity Sites

www.AAsianSt.org (Association for Asian Studies)

www.aar-eeo.com (Affirmative Action Register) – This is also printed with national distribution.

www.msi-alliance.org (Alliance for Equity in Higher Education)

www.AWIS.org (Association for Women in Science)

www.black-collegian.com (The Black Collegian Online)

www.DiverseEducation.com

www.Diversitylink.com

www.Hirediversity.com

www.Hispanicoutlook.com (Hispanic Outlook in Higher Education)

www.IMDiversity.com

www.Indiancountry.com (Indian Country Today)

www.LatPro.com (Hispanic and Bilingual Spanish)

www.NABSE.org (National Alliance of Black School Educators)

www.NSBSE.org (National Society of Black Engineers)

www.nul.org (National Urban League)

www.SACNAS.org (Society for Advancement of Chicanos and Native Americans in Science)

www.Saludos.com (Saludos Hispanos - Hispanic and Bilingual Spanish)

www.SWE.org (Society of Women Engineers)

www.theblackscholar.org (Journal of Black Studies and Research)

www.Witi.org (Women in Technology International)

Higher Education Sites

www.Chronicle.com (Chronicle of Higher Education)

www.Norcalherc.org (Higher Education Recruitment Consortium)

Appendix E: Guidelines for Asking Questions during the Search

HSU Office of Diversity and Compliance: <http://www.humboldt.edu/~odcs/pdf/GuidetoEffectiveSearches/GuidelinesforAskingQuestionsDuringSearchProcesses.rtf>