



CALIFORNIA STATE UNIVERSITY, STANISLAUS



FACULTY RECRUITMENT AND APPOINTMENT MANUAL



Faculty Affairs Office

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**FACULTY RECRUITMENT
AND
APPOINTMENT MANUAL**

INTRODUCTION

This year's version of the Recruitment Manual contains only minimal revisions from last year's text. That said, we caution our readers to review the Manual carefully for the many minor changes it encompasses—far too many to enumerate here. Please do not assume that you can rely on past experience, or that it's still "business as usual." As always, if you have any questions at any stage of the recruitment process, please do not hesitate to contact the Office of Faculty Affairs for guidance and advice.

What cannot be entirely captured in such a guide are the larger contexts within which we must operate during this coming academic year. As of the composition of this introduction, we have yet to receive a final budget, and the budgeting impasse in Sacramento has yet to be resolved. And, of course, we can only speculate about what our budgetary prospects may be during AY09-10. Thus, we enter this recruitment "season" with many uncertainties. Unlike recent years, the hiring process during AY08-09 will undoubtedly be slower and more cautious. All vacancy announcements will be required to carry the caveat that positions are "contingent upon the availability of authorized funding." Invitations for on-campus interviews will probably not be issued until Winter Term. Candidates will need to be advised that final job offers may be delayed. All of us involved in the recruitment process will need to exercise a considerable amount of patience in the face of these many budgetary questions.

In spite of these challenges, we remain committed to filling as many faculty vacancies as our financial resources allow. The search for highly qualified and diverse colleagues remains a strategic priority for our University. History has taught us that it is one of the most direct, immediate ways that we as faculty can influence the quality of our institution—today, and for years to come. To that end, it is our hope that the guide you hold in your hands will prove to be a useful assistant. However, if you have suggestions for further improvements to our process (or if you discover errors in this document) we hope to hear from you. We also encourage you to share your ideas with your College Deans.

The Office of Faculty Affairs sincerely appreciates the time and effort you and your colleagues will be investing in the recruitment process. If you have questions, or there is any other way our office may assist you, please do not hesitate to contact us.

Ted

Ted A. Wendt
Associate Vice President
Faculty Affairs

Checklist

Tenure-track searches are normally approved in the spring or summer prior to the search, which begins the following fall. What follows is a checklist to be used during the recruitment process for tenure-track positions. The individual(s) responsible for conducting each step is/are indicated parenthetically. Please see appendices for samples of forms referred to below.

		Completed By:	Date:
1.	Request tenure-track position from Dean (Department Chair)		
2.	Obtain approval for a tenure-track position from Provost, and establish pre-approved salary range (College Dean)		
3.	Develop Position Description and Announcement (Department Chair, College Dean, AVPFA)		
4.	Submit Employment Request Form & Position Announcement - <i>Appendix A & B</i> for approval to Dean (Dept. Chair)		
5.	Establish the search committee and notify Dean (Department Chair)		
6.	Develop the department recruitment strategy (Department Chair/Search Committee, College Dean)		
7.	Announce and advertise the position (Department Chair or Search Committee Chair)		
8.	Acknowledge applications as received, include a Voluntary Statistical Data form with letter - <i>Appendix C & D</i> (Department Chair or Search Committee Chair)		
9.	Develop the screening/interview process (Search Committee Chair)		
10.	Screen applications (Search Committee)		
11.	Telephone interviews of seriously considered applicants (Search Committee). OPTIONAL		
12.	Submit list of finalists (with complete application files) and process On-Campus Interview Request Form - <i>Appendix G</i> for approval by the Dean (Search Committee Chair)		
13.	After approval of finalists by Dean, Department contacts finalists, arranges transportation, makes hotel reservations, etc. - <i>Appendix F, H, & I</i> (Dept. Secretary)		

	Completed By:	Date:
14. Conduct on-campus interviews (Search Committee Chair, Department Chair, and College Dean)		
15. Process Travel Claim for each on-campus candidate - <i>Appendix J</i> Send to Dean (Department Chair)		
16. Process receipts for reimbursement of faculty expenses - <i>Appendix K</i> (Department Secretary)		
17. Check references on finalists (Department Chair or Search Committee Chair)		
18. Review finalists (Search Committee, Department Chair and College Dean)		
19. Send Regrets to applicants not being selected as finalists - <i>Appendix E</i> (Search Committee Chair)		
20. Submit recommendation(s) for appointment with complete Recruitment File - <i>Appendix L</i> to Dean (Department Chair)		
21. After consultation with AVPFA, make verbal offer to candidate (College Dean)		
22. Send Faculty Employment Application Form and Clery Notification to candidate - <i>Appendix M</i> (College Dean)		
23. Submit Recommendation & complete Recruitment File to Provost/Vice President & AVPFA - <i>Appendix N</i> (College Dean)		
24. Send written offer of employment (Provost/Vice President)		
25. Send Regrets to candidates not appointed - <i>Appendix O</i> (Search Committee Chair)		
26. Complete and submit Report on Finalist Candidates - <i>Appendix Q</i> (Search Committee Chair or Dept. Chair)		
27. Provide orientation (Department Chair & Faculty Development Center)		
28. Complete and submit CSU Faculty Recruitment and Retention Survey - <i>Appendix R</i> (Department Chair)		

NOTE: ALL RECRUITMENT RECORDS ARE TO BE KEPT FOR 5 YEARS!

RECRUITING TENURE-TRACK FACULTY

A. DEVELOPING A STRATEGIC PLAN FOR RECRUITING

Since almost every department in the University will seek new faculty members during the next ten years, it is important to develop a well thought-out strategic plan for recruiting. With the entire CSU system, the UC system, and many other institutions of higher education competing for essentially the same candidates, it will become increasingly difficult to get your first choice. Those departments with strategic plans will, almost undoubtedly, be more successful than those without.

In developing a strategic plan, consider the following questions:

1. What kind of department are you building in terms of:

- a. Programmatic direction
- b. Quality of instruction
- c. Professional competence and specialization of the faculty
- d. Student needs
- e. Participation in off-campus programs and mediated instruction

2. What kind of faculty do you prefer in terms of:

- a. Academic balance
- b. Teaching performance and experience
- c. Academic preparation
- d. Training or experience
- e. Research interest
- f. Publication record
- g. Diversity
- h. Prestige of candidates' graduate school
- i. Connections with university and external community

3. What does the Department/College/University offer in terms of:

- a. Working environment
- b. Nature of student body
- c. Support for faculty professional development
- d. Geographical location
- e. Cost of housing
- f. Social and cultural amenities
- g. Moving/relocation expenses
- h. Employment/educational opportunities for spouse or partner
- i. School for children in the surrounding communities
- j. Specialized medical care in the area

B. EQUAL OPPORTUNITY AND DIVERSITY

The recruitment of a well-qualified diverse faculty continues to be a strategic priority of California State University, Stanislaus. Our mission recognizes the value of diversity in preparing our students to live and work in a culturally rich and varied world. In order to enhance our institutional goals in these areas, search committees should:

- Make extraordinary efforts to ensure a large, all-inclusive pool of qualified candidates;
- Write position descriptions which clearly welcome participation by underrepresented groups on this campus;
- Screen candidate applications carefully, and with a sensitivity toward potential unacknowledged biases;
- Avoid selecting candidates based only on familiarity with backgrounds or commonality with the incumbent faculty's experiences;
- Conduct on-campus interviews which demonstrate that the university community values diversity, and is hospitable to a broad array of faculty.

Throughout the recruitment process, Deans and Department Chairs should provide active leadership in assisting the Search Committee reach these diversity goals. Faculty should be informed about ethnic/gender underrepresentation, statistical comparisons with student demographics, and state/national demographics. Frequent, and substantive, discussions with the President's Ad Hoc Committee on Diversity throughout the recruitment process will also enhance these efforts.

While there are any number of excellent guides to assist you with diversity recruitment strategies, our office recommends *Diversifying the Faculty: A Guidebook for Search Committees*, by Caroline Sotello Viernes Turner (published by the Association of American Colleges & Universities). Faculty Affairs and the Faculty Development Center will also be hosting workshops on diversity issues, including recruitment.

C. SEARCH COMMITTEE

1. Upon receipt of final position approval, the department will elect a peer review committee of tenured and/or tenure-track faculty to review and recommend individuals for probationary appointments. The Department Chair will notify the department's faculty and the College Dean of the committee's composition, including the name of the committee chair.
2. Department search committees should be elected as early in the academic year as possible. (Do not confuse this committee with your departmental RTP committee. Contrary to popular belief, both the CFA Contract and the Faculty Handbook are silent on the composition of search committees.) Some departments prefer committees composed of only tenured members. But, for the sake of full departmental participation, you may wish to consider all tenure-track members of your unit as potential committee members. However, the search committee should consist of at least three members. Department chairs may also serve on the committee. If the position is interdisciplinary, or if the department wants to increase the diversity of its recruiting committee by adding women or ethnic/racial minorities, faculty members from other departments may be invited to join the search committee.
3. Early in the search process, the search committee chair and the department chair (if these are indeed different people) should come to an agreement as to who will be responsible for corresponding with applicants. This is an extremely important function, and should be performed frequently and consistently. Applicants should be fully informed at each stage of the recruitment process, especially upon its conclusion.
4. Department search committee members should participate in all committee meetings and in all interviews. Department search committees should consult as widely as possible with members of the department and seek their recommendations on each applicant. Failure to demonstrate wide departmental participation in the recruiting process could lead to the invalidation of the search.
5. Whenever search committee members become aware, formally or informally, of negative information on a particular candidate, such information should be handled with appropriate caution. Before using negative information against a candidate, the committee should confirm information through other reliable sources or references. Keep in mind that personal and professional reputations are at stake.
6. Adhering to confidentiality is expected of all members of the department search committee, both during and after the recruitment process. Application materials, information from the interviews, and committee deliberations are confidential and should not be discussed with persons outside of the hiring process.
7. Department chairs are expected to monitor the recruiting process, provide clerical support, and participate in all aspects of reviewing applicant files. The Department Chair should pay particular attention to the "message" being sent to all candidates about the Department through the hiring process. This will be a crucial factor during on-campus interviews of finalists: the chair's concern for quality, professionalism, and organization will help to ensure a successful search.

D. ADVERTISING THE POSITION

Advertising the position is a major component of a good recruitment strategy. The principal goal is to ensure that qualified applicants from diverse sources throughout the country know about the position and are encouraged to apply. No effort should be spared in developing a large, and extremely diverse, pool of candidates.

1. Prior to announcing a faculty vacancy, all relevant parties should agree on each major element of the position (e.g., rank, qualifications, and eligibility for tenure), how the position relates to the department's likely needs for the future, the expectations concerning the professional work of the faculty member(s) being recruited, and the resources that will be provided to help meet these expectations. In preparing the formal position announcement, please keep the following elements in mind:
 - a. This is a recruitment document, and your introduction of the institution to a potential applicant. The position and your department need to be described in positive, attractive terms. Particular attention should be paid to those elements that might make the position an appealing opportunity (e.g., the potential for program/new course development, interdisciplinary teaching, extracurricular programs, special facilities, etc.).
 - b. Announcements for faculty positions should be clear concerning rank, eligibility for tenure, teaching and research expectations, requisite experience, and formal credentials. Particular attention should be paid to the required graduate degree. Words like "terminal degree" or "doctorate" should be avoided in favor of specific language: "Ph. D.," "MFA," "Ed. D.," etc. The doctorate must be completed prior to appointment, and this language should be contained in the announcement. Although we will not include such language in the text of an announcement, committees may interview candidates who are ABD. ***However, to be eligible for a probationary position, the terminal degree must be completed prior to the date of hire.*** (Candidates failing to arrive with degree "in hand" will be given an appointment as a Lecturer – with a commensurate salary – until the degree is successfully completed.) Criteria and procedures for reappointment, promotion, and tenure at the institution, as well as other relevant information, should be made available to all interested candidates upon request.
 - c. Interested candidates for full-time tenure track positions should have at least thirty days from the first appearance of the announcement to submit their applications. (Refer to Appendix B for a Sample Announcement.)
2. The Department Chair prepares and submits a position announcement electronically, for endorsement by the AVP for Faculty Affairs. Once approved, the position announcement will be attached to the Full Time Faculty Employment Request form (Appendix A) which is forwarded to the Dean for approval.
3. Faculty Affairs will place the position announcement on our Web page, the CSU Careers Web site, and on a national Web site, higheredjobs.com. All other advertising is the responsibility of the department.

4. The department places ads/notices in national association newsletters or periodicals once the Position Announcement has been approved by the AVP for Faculty Affairs and the Dean. Any expense is paid for by the department and/or College Dean. Copies of all such ads/notices should also be forwarded to Faculty Affairs for collection in recruitment files.
5. The search committee should:
 - a. Send letters to those universities having strong doctoral programs in specialized field(s) soliciting applications or nominations.
 - b. Place telephone calls to chairs of departments where potential applicants may be found, and also to known mentors of graduate students.
 - c. Contact professional organizations that target specific populations (i.e., women, Hispanics, African-Americans, etc.) for their membership to inquire about including position descriptions in their national newsletters, and send letters to individuals and/or organizations who may know of potential diversity candidates. The committee then should follow up on leads provided.
 - d. Distribute position announcements to all department faculty and to all other CSU campuses.

Screening of Candidates at Conferences:

Depending on the timing of a specific professional conference, the Committee may be able to use the meeting to solicit applications, distribute vacancy announcements, and/or encourage potential candidates. Conferences, however, should not take the place of the formal interview process (e.g., later telephone interviews or on-campus interviews). Please note that funding for attendance at conferences for this specific purpose must come from the department and/or College Dean. Suggestions:

- Arrange for at least two Committee members (or one member and the Department Chair) to attend the conference.
- Seek information, in advance, from the conference organizers as to their arrangements and requirements regarding the posting of job vacancies, candidate interviews, etc. Some organizations have specific placement services which coordinate such activities (often for a separate additional fee).
- Make sure those attending the conference take along multiple copies of the vacancy announcement as well as other printed materials about the department and/or university.
- Hold a meeting of the Search Committee prior to the conference, to discuss the parameters of recruitment activities at the meeting. Particular attention should be paid to what the Committee hopes to accomplish at the conference, and what follow-up actions will be taken post-conference. If interviewing of candidates is involved, the committee should make explicit its expectations regarding standardized questions, recording and reporting of candidates' responses, and encouragement of potential diversity candidates.

E. REVIEWING APPLICANT FILES

Departmental Search Committees should adhere to the following steps when reviewing applicant files:

1. Acknowledge applications as soon as they are received and establish a file for each viable applicant. Please, **make sure all files are secure**. Lost, misplaced or disappearing files can cause serious problems for the University. If files are incomplete, candidates should be notified and requested to complete their application file by sending the missing items (see sample letter in Appendix C).
2. At the deadline for applications, determine which files are complete. At a minimum, completed files include:
 - a. A letter of application that addresses the specifics of the position announcement.
 - b. A professional résumé or curriculum vita.
 - c. The names, addresses, and telephone numbers of three professional references.
 - d. Transcripts of all graduate studies. (These may be unofficial, but candidates need to be informed that official transcripts for all degrees will be required at time of hire.)

NB - The list above constitutes a minimum file. Search Committees may request additional, discipline-specific materials. (For example, a search in Studio Art might require a slide portfolio of an artist's work, or a search in Music might require a recording of a musician's performances, etc.) Committees may also wish to ask for evidence of teaching effectiveness (e.g., student evaluations, peer observations, etc.), statements concerning teaching philosophy, and similar documents.

Please also note that it is not necessary to ask for *letters* of reference. Experience tells us that requiring letters of reference as part of the application "package" slows down the recruitment process. Direct contact with references (via telephone) is always preferable to pro forma letters - which may not address the specifics of your position description.

3. Develop appropriate procedures and criteria for evaluating applicant files. ***The criteria must be based on the position announcement.***
4. Determine which files are complete (see minimum requirements above). Review completed files and determine which candidates meet the minimum requirements for the position relative to the published position announcement. If a candidate appears competitive, but you are in doubt about specific qualifications due to incomplete information, call the candidate and request information. **(Search Committees are *prohibited* from reviewing incomplete files. As the official custodian of these records, the Department Chair is responsible for the maintenance and disposition of these documents – and must enforce this prohibition.)**
5. Send an acknowledgement letter to all candidates who meet minimal qualifications for the position and ask them to fill out the Statistical Data Form (See Appendix C & D). Upon return, the Statistical Data Form is filed separately from the applicant's file.
6. Those applicants who obviously do not meet the minimum requirements as stated in the position announcement should be sent a polite letter thanking them for their interest.

7. Consult with your College Dean regarding the size, diversity, and overall quality of the applicant pool. Be prepared to extend the application period if the applicant pool is less than satisfactory.
8. Once the candidate pool has been approved by the Dean, begin reviewing and evaluating viable applicant files, and/or previously incomplete files now completed.
9. Respect the confidentiality of candidates for faculty positions. The Search Committee should contact references, including persons who are not identified by the candidate, but it should exercise discretion when doing so. Do not make public the names of the candidates without giving the candidates an opportunity to know beforehand and withdraw from the search if they choose.
10. From the pool of viable (i.e., minimally qualified) applicants, identify a small cohort of the best qualified candidates.
11. Prior to extending any potential invitations for a campus interview, all reference checks should be completed. These should be conducted by more than one person (to distribute the workload, and to provide a variety of perspectives). A pre-approved set of questions to be posed to the reference is advisable, but not mandatory.
12. Telephone interviews of applicants are also *optional*. Experience has shown that these are of limited usefulness. However, if the Committee is finding it difficult to narrow a large and well-qualified pool, then telephone interviews may provide some further information to help distinguish among top candidates. Such interviews should employ at least two members of the Committee. To ensure uniformity, the interviewers should compose a list of standard questions to be posed to all telephone interviewees.
13. Based on all evidence before it (i.e., the applicant files, reference calls, optional telephone interviews, etc.) the Committee should consult with the Department Chair and Dean to determine the names of the two finalists to be invited for an on-campus interview. Extraordinary circumstances and sufficient available funding will determine whether more than two finalists will be invited to campus (see Appendix G).

Committees should be as judicious as possible when making finalist recommendations. Decisions as to who should be invited for a campus visit are not made lightly, as faculty time is valuable and reimbursement funding for candidates is always limited. “Courtesy” interviews are to be avoided; they consume faculty time, waste finite resources, and mislead candidates.
14. Because of budgetary uncertainties (both during the current academic year as well as next year) it may be necessary to delay bringing finalists to campus until specific funding has been clearly identified and authorized. Search committees will need to be patient during this part of the process, and should not attempt to accelerate the decision-making process by identifying finalists early and/or “lobbying” for a finalist prior to the Winter Term (when we assume budgetary information will become available for AY09-10).

F. INTERVIEWING

Federal and state laws govern all aspects of the employment process. These laws prohibit discrimination based on sex, race, religion, color, national origin, age, disabilities, veteran status, and gender. Interviewers have a critical responsibility to select faculty on the basis of job related qualifications in compliance with all applicable laws, and to provide candidates an equal opportunity when seeking our vacancies.

Candidates still in the pool have passed a careful evaluation of their education and experience. The assessment has determined they meet and exceed the minimal qualifications for the job. The purpose of the pre-employment interview is to collect additional information on the applicant's job-related knowledge, skills, and abilities to determine if the candidate is likely to be successful in the position.

The use of a structured, standardized interview procedure provides more reliable and valid information and is much less likely to violate laws and regulations governing the selection process, than a less structured interview process. Planning the interview in advance, and perhaps using a structured question sheet, provides each candidate with the same or similar opportunity. ***The key to avoiding discriminatory practices is to ask questions relevant to the selection criteria established for the position.*** Each candidate should be asked similar questions and any volunteer information, if illegal to ask, cannot be documented or used in the selection process.

Subjects to avoid during the interview process:

- Age, Race, Marital Status
- Child-care arrangements
- Distance job is from their home
- Plans to have children
- Religious practices/beliefs
- Number of pre-school children
- Spouse's income, education
- Citizenship
- Current or prior medication/treatment
- Weight

Suggestions for Interview Questions

(Both for telephone interviews and the on-campus interviews of finalists)

- Ask for information which will ***directly address the position description***, and will influence your hiring decisions.
- Avoid "leading" questions (e.g., "We would prefer . . ."); instead, ask questions which will expand what you already know about the candidate (e.g., "Why?" "Could you describe . . .").
- Avoid questions likely to elicit a simple yes/no answer; instead, anticipate follow-up questions (e.g., "Could you give some examples?")
- Don't be afraid to ask questions which directly address departmental priorities, the University's core values, or local RPT criteria. Remember: you are seeking a good match between the unique character of this institution and the unique abilities of the candidate.
- Make sure your questions are all-inclusive, and do not simply focus on one aspect of the position. Try to recall all of the ways in which we expect our colleagues to perform, both early in their careers as well as later on.
- While there are many personal questions you may not ask (see above), eliciting information that will provide insight into a candidate's personality or temperament can be quite relevant (e.g., how the person might behave in the classroom).

G. ON-CAMPUS VISITS

Request for On-Campus Visit

After final candidates have been selected:

- a) Review the Faculty Recruitment On-Campus Interview & Expense guidelines (Appendix H).
- b) Completely fill out a Request for On-Campus Interview Form for each candidate (See Appendix G; forms are available from Faculty Affairs Web site). Accompanying this form should be a photocopy of the candidate's résumé or CV. (Failure to include this document will slow the approval process for the on-campus interview.)
- c) Have the request approved by the Department Chair and the Dean.
- d) Make sure the Request for On-Campus Interview Form is completed and approved before a candidate is invited to campus.
- e) Schedule campus visits as soon as final approval is received from the Dean and a Travel Approval Number is obtained by the Dean for each candidate invited for an On-Campus visit. Departments use the Travel Approval Number when booking flights with travel agents, and making reservations at hotels for direct billing to the University. The Travel Approval Number is used to track all expenses incurred by the candidate's On-Campus visit. When booking flights and making reservations, be sure to mention the department name as well as the Travel Approval Number.

Preparing for Candidate Campus Visits

1. Prior to the campus visit, the Department Chair or department secretary should:
 - a. Ask candidates to keep all receipts of expenditures incurred in traveling to/from campus.
 - b. Inform them that they will be reimbursed by the University within approximately two weeks once all receipts are turned in to the Dean's Office prior to departure.
 - c. Obtain the candidate's signature on travel claim (Appendix J) before departure.
 - d. Notify candidates to keep all original receipts and forward to the department promptly for reimbursement.
2. Prepare an itinerary for the visit to be distributed to all faculty members in the department and all other interested parties. The itinerary should account for all of the candidate's time. Particular attention should be given to:
 - listing the persons responsible for escorting the candidate between meetings, dining with the candidate, providing transportation, etc.
 - being specific about time and place;
 - allowing sufficient time between meetings for breaks, movement between buildings, etc.
 - attaching a copy of the candidate's résumé to each itinerary.Itineraries should list all events associated with the visit, both formal interviews and informal social gatherings. If the Committee wishes the candidate to make a formal presentation, this should be listed, and carry an indication that this presentation is open to anyone interested. Expectations regarding such presentations should be communicated to the candidate as early as possible; a copy of the itinerary should be provided to the candidate prior to his/her arrival on campus.
3. After consultation with the Dean, send a copy of the itinerary to all other relevant parties.

Campus Visit

1. A candidate's campus visit should normally be two days.
2. **It is extremely important that candidates be treated well during their campus visit.** Keep in mind that we are selling the University to them just as much as they are trying to sell themselves to us. Also keep in mind that one department's treatment of a candidate may affect the overall perception of the University, which in turn may enhance or hinder future recruiting in other disciplines.

Experience has shown that personal touches are extremely valuable in obtaining top candidates. Here are some suggestions to help make campus visits successful:

- a. If candidates arrive the evening before the day of the interview, make sure someone contacts them. You may want to meet them for dinner if the hour is appropriate. Meet them for breakfast or make arrangements to take them to campus for the interview.
- b. Have an information packet ready for the candidates. If possible, give it to them prior to their coming to campus so that they will be better prepared to ask questions.
- c. While on campus, ensure the candidates are escorted at all times from place to place. Also, make sure they are properly introduced to their interviewer or audiences. When the interviews are over, make sure someone is available to take them back to the hotel or to the airport.
- d. Do not keep them waiting around. Candidates find this to be objectionable and rude.
- e. Ensure maximum faculty participation in meetings with candidates. Consider opportunities for meetings with students, staff, and (where appropriate) members of the campus community. Department Chairs should assume the responsibility of "host," and encourage widespread participation during the campus visit. Faculty should be fully informed, in advance, about the visit; candidates represent the *future* of the department, and potential colleagues need to feel full "investment" in this future.
- f. If candidates require audio/visual support for a presentation, ensure that thorough preparations have been made, both for the equipment needed and the *specific* room to be used.
- g. Throughout the visit, people responsible for coordinating the process should find opportunities for expanding conversations with the candidate beyond just the job vacancy. Candidates are also interested in "quality of life" issues – so attention should be paid to information about the positive campus climate, the surrounding community, the diversity of the student body, and other hospitable factors.
- h. More informal, scheduled social events will also need careful coordination. Planning should be organized and thorough, especially regarding invitations, appropriate facilities, arrangements for food and beverages, etc. If candidates remain through a weekend, assist them in scheduling opportunities to tour the community, look at housing, meet informally with colleagues, attend campus events, etc.

3. For all candidates, the campus visit should include interviews with the following:
 - a. Department Search Committee
 - b. Department faculty (individually or collectively, but an open forum is best)
 - c. Department Chair
 - d. College Dean

You may also wish to schedule interviews with students—either as an open forum or in conjunction with your department’s discipline-related student organizations.
4. In interviewing candidates, make sure all candidates are provided roughly similar experiences and itineraries.
5. The last “official” meeting on the candidate’s itinerary should be an exit interview with the Department Chair. (In anticipation of such a meeting, it is strongly advised that the Chair consult with his/her College Dean. Chairs must guard against making promises that haven’t received the Dean’s prior endorsement.) This is an opportunity to focus on specific candidate needs, including:
 - a. **Salary:** This must be within the pre-approved range. Again: the Chair should consult with his/her Dean prior to any salary discussions with the candidate.
 - b. **Resources to Support Research, Scholarship, and Creative Activity:** Chairs should be prepared to answer questions concerning campus resources.
 - c. **Housing:** Be prepared to discuss availability, average rents, median housing prices, and similar issues. You may wish to acquire lists of realtors and/or real estate brochures, multiple listing advertisements, etc.
 - d. **Employment Opportunities for Spouses and Partners:** You may wish to provide campus and community Web site addresses that advertise employment vacancies. (*See box on pg. 14*)
 - e. **Area Schools:** Be prepared to answer questions about the K-12 (public and private) schools in the area.
 - f. **Evaluation Process:** In addition to a brief overview of RPT issues (including potential credit toward tenure for prior service) you will want to provide some insight into departmental values and expectations regarding each of the performance categories.
 - g. **Benefits:** Candidates will be focused on salary, but it is wise to point out the significant “dollar value” of the CSU benefit package, particularly the investment in medical/dental/optical coverage. Candidates should be provided with a benefits summary sheet, available from Faculty Affairs. If a candidate wishes further detail, refer them to Toni Martinez (x3028) the FA benefits specialist.
 - h. **Visa Issues:** We may not interrogate candidates about their Visa status; though they should be informed that anyone wishing to work for the CSU must complete an I-9 Form (proof that they are authorized to work in the U.S.). If the candidate then has questions/concerns about his/her Visa status, please refer them to Wendy Miller (x3401) in the Office of Faculty Affairs. ***Because of huge delays involved in securing work authorization from the federal government, it is extremely important that we identify any potential Visa problems as early as possible.***

6. During the exit meeting, the Chair should also summarize the remainder of the recruitment process:
 - time period before decision is likely;
 - who will contact candidate and why;
 - how the offer will be composed, what elements it will contain, who is authorized to make it;
 - final contractual arrangements.
7. Within 5 days of final candidate's visits to campus, prepare and forward to the College Dean's office a travel expense claim with the necessary original receipts. Include only reimbursements to the candidate. Hotel and rental car should be direct billed to the University.

As part of the Provost's Diversity Initiative, a Web site has been created at:

<http://www.csustan.edu/Diversity/>

This Web site has a lot of useful information for faculty candidates, and we encourage you to direct them to these pages. One of them is devoted to area employment opportunities:

<http://www.csustan.edu/Diversity/facultyresources.html>

There they will find the following links:

CSU Stanislaus Faculty Vacancies

CSU Stanislaus Administrative & Staff Vacancies

California State University System-wide Vacancies (all categories)

California Community College Job Opportunities

Turlock Unified School District Position Vacancies

Modesto City Schools

University of California, Merced Position Vacancies

Regional Job Opportunities, General

Stanislaus County Job Opportunities

CareerBuilder, African-American Network

Hispanic-American Careers

Careers, Diverse Populations

H. SELECTING THE FINALIST AND STRUCTURING AN OFFER

1. Following campus visits, the Department Search Committee should meet as soon as possible to consider all comments and recommendations before selecting the final candidate. Do this expeditiously. Delay in selecting the final candidate may cause the loss of your first choice.
2. Tenured and probationary faculty members in the department should vote on whether the final candidate is acceptable. This vote is advisory in nature since the search committee's recommendation is the only form of recommendation required by the Faculty CBA. This vote is essential in determining the level of faculty support for a particular candidate.
3. The Department Chair should structure an offer to be submitted as a recommendation to the Dean and Provost/Vice President. In structuring an offer consider the following items.
 - a. **Rank and salary.** The rank should be the one authorized by the Provost/Vice President at the time the position was approved, and must be justified by teaching record and professional accomplishments. Normally, the salary will be "entry level" for Assistant Professors. **Any salary higher than this must be justified by compelling reasons having to do with market demands, and/or previous experience, and area of expertise essential for curriculum needs.**
 - b. **Moving Expenses.** The Department Chair should propose an amount and include a justification for the proposed amount. The Dean makes the final decision regarding the offer of moving expenses. (Campus funds for this purpose are extremely limited: consult your dean in advance.)
 - c. **Time towards tenure.** The faculty collective bargaining agreement permits offers of up to two years toward tenure. However, keep in mind that offering time towards tenure may not be in the best interest of the candidate if it places him/her at risk in the evaluation process. Once awarded, this credit *cannot* be revoked or rescinded for any reason.
 - d. **Reduced workload.** Departments may be in a position to offer reduced workload assignments during the first academic year for purposes such as completing the dissertation, completing research in progress, or preparing new courses.
 - e. **Travel support.** The department and/or College Dean may be able to offer travel funds to attend meetings or conferences.
 - f. **Research support.** The department and/or College Dean may also be able to offer equipment, lab instruments, computers, laboratories, or other space to carry out research activities, or start-up funds for research activities.
 - g. **Summer School.** It may be possible to offer a summer school teaching assignment (preferably the summer following the first academic year). To do so, however, the Department Chair should make early arrangements with the College Dean.

4. All the proposed terms of employment should be clearly stated in the Department Chair's recommendation. In the case of offers involving travel, equipment, labs or space allocation, indicate who will be providing these (e.g., Department, College Dean, etc).
5. If a tenure-track finalist is ABD, the College Dean should determine how close the candidate is to degree completion. Deans and Department Chairs should clearly communicate the expectation *that the terminal degree must be completed for a probationary appointment*. Candidates who are ABD should be advised that failure to complete the degree prior to hire will result in an appointment as a Lecturer, with an adjusted (lower) salary.
6. The College Dean will consult with the candidate in order to structure a final offer. However, it must be made extremely clear that any such conversations are not official offers. Candidates should be informed, throughout the recruitment process, that official appointment offers are only made in writing and ***are only issued by the Provost***.

A final note on offers, and conditions of employment. Many aspects of a faculty member's appointment are regulated and constrained by a number of authorities: the Collective Bargaining Agreement, the State Controller's Office, CSU regulations, State and Federal laws, etc. Candidates need to be told that many specifics are not discretionary or negotiable. The following list is not exhaustive, but is meant to illustrate some of the common constraints candidates have questioned:

- Maximum of two years credit toward tenure for prior service (Article 13.4, CBA).
- First pay warrant issued following first month of employment (State Controller's Office).
- Faculty pay warrants are issued over twelve months, even though the academic year is nine months. New faculty get frequently confused by this. When they are quoted an annual salary figure (e.g., \$60,000) their gross monthly pay—before tax withholding and other deductions—is divided by twelve (i.e., \$5,000/month). They may assume (incorrectly) that they will be receiving nine or ten checks, thus providing them a higher monthly gross amount. Please make it clear that there are no alternatives to the twelve month pay plan, which provides full benefits coverage during the months of July and August. Summer Session pay checks (if any) are issued separately (CSU regulations).
- Benefits (e.g. medical/dental insurance coverage) do not take effect until the second month (at the earliest) of employment. (Provider constraints).
- Prospective employees must prove they are eligible to work in the U.S. This means providing satisfactory identification and/or appropriate work authorizations (Federal Laws).

I. APPOINTMENT PROCESS FOR TENURE-TRACK FACULTY

1. Once the candidate has been identified, and an offer constructed, the recruitment file and a recommendation memo is sent to the College Dean's office for review and endorsement. (Appendix L) The Dean's office should ensure that all documentation is properly included and all forms appropriately filled out.

The original recommendation from the department should contain (at a minimum) the following elements:

- a. Brief summary of candidate's professional credentials & previous academic employment (if any)
 - b. Summary of offer: salary, rank, start-up, moving allowance, etc.
 - c. Any special arrangements such as time credited towards tenure, date reporting to campus if other than September, etc.
 - d. Any stipulations or contingencies, such as completion of the terminal degree, etc.
 - e. Citizenship Issues (if known): If the candidate is not a U.S. citizen, contact Wendy Miller in Faculty Affairs immediately. Additional conditions must be met in order to hire a non-citizen. Please indicate Visa status:
 - Permanent Visa*
 - F-1 = Student Visa
 - J-1 = Exchange Scholar/Student
 - H-1 = Temporary Worker/Exchange Scholar*
 - H-4 = Dependent of Temporary Worker/Exchange Scholar** One of these Visa statuses is required to work in the United States.
 - f. Signatures of Search Committee Members.
 - g. Approval signature of Department Chair.
2. After receiving the departmental recommendation, the College Dean should contact the candidate to extend the "unofficial" offer of appointment, specifying the terms of employment. Remember, other viable candidates are also seeking employment at several universities and may be lost if there is much delay. Under no circumstances shall Search Committees, Department Chairs, or College Deans make written offers. Only the Provost/Vice President for Academic Affairs is authorized to make written offers for tenure track appointments.
 3. Frequently, the candidate may want to negotiate over certain items of the offer. This is acceptable as long as the requests are reasonable, within the general parameters of available resources, and negotiations can be quickly concluded. Do not be drawn into long and protracted negotiations; set a definite deadline of no more than one week for an oral acceptance of the offer. Remember, departments are not authorized to make salary or other financial commitments. Only deans have this budgetary authority.

4. Once an oral offer is accepted, the Dean should inform the Associate Vice President for Faculty Affairs with a formal written recommendation (see Appendix N). It is also extremely important that the Dean indicate the specific source of funding for such elements as moving reimbursement, start-up costs, etc. At this time, the Dean should also forward the Faculty Employment Application form and “Clery Notification” (Appendix M) to the candidate.
5. The Provost/Vice President holds final approval authority for all faculty appointments. Based on the accepted terms of employment and with the approval of the Provost/Vice President, Faculty Affairs proceeds to prepare a contract letter. The candidate is given a specific deadline to return the contract, normally two weeks. While this time transpires, other candidates often call to inquire about the status of the search. They should only be told that the process is not yet complete and that they will be notified as soon as possible.
6. The recruiting process ends when the candidate returns a signed copy of contract letter by the deadline.
7. A copy of the signed contract will be forwarded to the College Dean and the Department Chair. ***Under no circumstances should Search Committees, Department Chairs, or Deans discuss the selection process with any candidate.*** Candidates requesting information about their non-selection should be referred to the Associate Vice President for Faculty Affairs

Note: Immediately upon the return of the signed copy of the contract, the Department Chair or Search Committee Chair should send letters to candidates interviewed, and any other candidates who have not been informed, informing them that position has been filled (Appendix O).

8. Once a candidate has been chosen and returned the signed contract, a Report of Finalist Candidates (Appendix Q) should be completed and forwarded to the Faculty Affairs office. The CSU Chancellor’s Office also requires the department to fill out a Recruitment & Retention Survey (Appendix R) annually.

J. APPLICABLE LAWS AND POLICY

Existing laws and regulations prohibit discrimination in conditions of employment, including recruitment, hiring, lay-off, discharge and recall, in-service training; opportunities for promotion; participation in training programs; wages and salaries; sick leave time, vacation time, pay; overtime work, medical, hospital, life, and accident insurance; and optional and compulsory retirement. The following statutes and orders are particularly noteworthy:

- The Equal Pay Act of 1963 requires equal pay for equal work, regardless of sex.
- Title IX of the Education Amendments Act of 1972 extends the coverage to faculty.
- Federal Executive Order 11246 as amended by Federal Executive orders 11375 and 12806 prohibit its discrimination in employment by all employers who hold federal contracts.
- Title VII of the Civil Rights Act of 1964 as amended by the Equal Employment Opportunity Act of 1972 forbids discrimination on the basis of race, color, national origin, religion, or sex, including sexual harassment, by unions, employment agencies, and employers.
- The Age Discrimination and Employment Act of 1967 prohibits arbitrary age discrimination in employment.
- The Vocation Rehabilitation Act of 1973 prohibits discrimination against handicapped persons by federal contractors.
- Chancellor's executive order 340 issued February 27, 1981, describes the Equal Opportunity and Internal Relations program of The California State University.

APPENDIX - TABLE OF CONTENTS

The forms in this appendix are suggested samples, placed here as examples. When using the form, please retrieve it from our Web Site - <http://www.csustan.edu/FacultyAffairs/>. The web site will always have the latest version of the form, and it will be either a “Fill and Print” PDF form, or a Word document that you may download and modify.

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**CALIFORNIA STATE UNIVERSITY, STANISLAUS
FULL TIME FACULTY EMPLOYMENT REQUEST**

Academic Year
 Department/Discipline: Effective Date:
 Position Title: Vacated by:

- Replacement Temporary (Lecturer)
 New
 Academic Year Tenure Track
 12 Month

Tenure Track Rank Requested: Asst Prof. Assoc. Prof. Full Prof.
 Other
(Librarian, Coach, SSP AR, etc.)

Lecturer Rank Requested: Range A Range B Range C Range D

Salary Range Requested:
 Specialization Desired:

Requested by Department Chair: _____
Signature Date

**** ATTACH POSITION DESCRIPTION ****

Dean Action:

PIMS Position #: / / / Salary Range: _____
Agency - RU - Class Code - Serial

Position Reports to (name): _____ Dept. Chart String: _____

Approved Not Approved _____
Signature Date

Academic Affairs Budget:

Reviewed _____
CMS Position Number Signature Date

Associate Vice President for Faculty Affairs:

Approved Not Approved _____
Signature Date

Vice President/Provost:

Approved Not Approved _____
Signature Date



FACULTY

POSITION

California State University, Stanislaus

One University Circle

Turlock, CA 95382

- POSITION:** **POSITION TITLE & DESCRIPTION:** The Department of [NAME] invites applications for a full-time, tenure-track appointment at the rank of [RANK]. The person appointed to this position will teach in the areas of: [LIST]. Additional duties will include: [LIST]. Other responsibilities may include [LIST]. Effective teaching, scholarly productivity, [Alternatives: research, creative activity, and service to the University] are required for retention, promotion, and tenure. Optional: This is an academic year appointment. However, opportunities exist for an additional Summer Session appointment. [This is also the place to list attractive opportunities provided by the position (e.g., interdisciplinary teaching, curriculum development, research and/or grant opportunities, etc.).] This position is contingent upon the availability of authorized funding.
- MINIMUM QUALIFICATIONS:** A [SPECIFIC TERMINAL DEGREE] in [SPECIFIC FIELD] is required. Other minimum qualifications include: [SPECIFIC LIST].
- PREFERRED QUALIFICATIONS:** A potential candidate's consideration will be enhanced by providing evidence of: [SPECIFIC LIST OF EXPERIENCES, EXPERTISE, RESEARCH INTERESTS, SPECIALIZED CERTIFICATIONS, COGNATE AREAS, etc.]
(NB – Do not list an advanced graduate degree as a 'preferred' qualification. The only place to mention formal degree requirements is under the heading "MINIMUM QUALIFICATIONS.")
- HOW TO APPLY & DEADLINE:** A complete application must include: an application letter, specifically addressing the position description and qualifications; unofficial copies of graduate transcripts; a professional résumé, including the names, addresses, and telephone numbers of three references. Official transcripts will be required at the time of hire. *Optional: [OTHER MATERIALS]*. Screening of completed application files will begin on [SPECIFIC DATE]. The position will remain open until filled. This appointment begins on [SPECIFIC DATE].
- Send applications, and all other correspondence concerning this position vacancy, to:
[NAME OF DEPARTMENT CHAIR]
[NAME OF DEPARTMENT]
California State University, Stanislaus
One University Circle
Turlock, CA 95382
- COMPENSATION:** Commensurate with qualifications and experience. As a member of the CSU System, we offer an extremely competitive benefits package.
- ABOUT THE DEPARTMENT and THE COLLEGE:** [Provide description of programs, facilities, accreditations, and other attractive/distinctive elements.] To learn more about us, visit our Web site at: [provide URL]
- CAMPUS & AREA:** California State University, Stanislaus is a regional comprehensive university ranked among the top 15 Public Masters Universities in the West by *US News and World Report*. We have also been named one of "America's Best Value Colleges" by *The Princeton Review*, and included in its "Best 368 Colleges" guidebook. Thanks to its size (8,500 students) Stanislaus offers a serene atmosphere, small classes, and individual student attention. The University is organized into six colleges: Arts, Business Administration, Education, Humanities & Social Sciences, Human & Health Sciences, and Natural Sciences. Located in a friendly San Joaquin Valley community of 70,000, Stanislaus offers modern facilities on a beautiful 230-acre campus within convenient driving distance of the cultural activities of San Francisco and the recreational areas of the High Sierras. An off-campus center located in Stockton is an integral part of the University's offerings, and persons hired may be assigned to teach some of their courses at the Stockton Center and/or via interactive instructional television.

CSU STANISLAUS IS AN EQUAL OPPORTUNITY EMPLOYER WITH A STRONG COMMITMENT TO THE PRINCIPLE OF DIVERSITY.
CSU STANISLAUS HIRES ONLY INDIVIDUALS LAWFULLY AUTHORIZED TO WORK IN THE UNITED STATES;
ALL OFFERS OF EMPLOYMENT ARE CONTINGENT UPON PRESENTATION OF DOCUMENTS DEMONSTRATING THE APPLICANT'S IDENTITY
AND ELIGIBILITY TO WORK, IN ACCORDANCE WITH THE IMMIGRATION REFORM & CONTROL ACT.

SAMPLE
ACKNOWLEDGEMENT LETTER

[Date]

Name
Address

Dear [Title] [Last Name]:

Your application for the position of _____ has been received. Enclosed for your information is a copy of the Position Announcement that states the minimum qualifications as well as the responsibilities of the position.

(Optional if needed: Thus far, we have received the following materials from you: [LIST] However, we are still missing [LIST] before your application file is considered complete.

The U.S. Department of Labor requires this University to compile summary data on the gender and ethnicity of applicants for positions at this institution. For the purpose of statistical analysis, please complete and return the enclosed form to the Office of Faculty Affairs.

We hope to proceed as rapidly as possible and will keep you informed of further developments with respect to your application. We appreciate your interest in California State University Stanislaus.

Sincerely,

[Signed by Department Chair]

Enclosures

SAMPLE
NOT SELECTED FOR INTERVIEW

(also sent to applicants who did not meet minimum qualifications.)

[Date]

Name
Address

Dear [Title] [Last Name]:

Thank you for applying for the position of_____. Our Search Committee gave your application serious consideration; however, you were not among those selected to interview for the position.

I want to thank you for your interest in California State University, Stanislaus and wish you well in your future endeavors.

Sincerely,

[Search Committee Chair]

SAMPLE

Invited for Interview

[Date]

Name
Address

Dear [Title] [Last Name]:

This will confirm our telephone conversation on _____ concerning your interview for the position of _____.

[Provide detailed information about hotel reservations including any responsibility candidate has for guaranteeing room with personal credit card, etc; who the “host” will be and how/when they will meet; and travel expense reimbursement procedures.]

It is the policy of CSU, Stanislaus to provide reasonable accommodations for qualified persons with disabilities who are employees or applicants for employment. If you need assistance or accommodations to interview because of a disability, please contact the department office at _____. Employment opportunities will not be denied to anyone because of the need to make reasonable accommodations for a person’s disability.

Enclosed is a packet of information, which is being sent to each candidate. Also enclosed is a copy of your on-campus interview itinerary.

If you have any questions, please feel free to call me at _____.

Sincerely,

[Search Committee Chair]

enclosures

**Request for On-Campus Interview
& Travel Allowance for Recruitment**

Department Contact: Phone:

In accordance with Trustees' Resolution of March 3, 1996, and in compliance with Government Code Section 18.007, I hereby request an On-Campus Travel Interview Allowance to a maximum of \$ for the following candidate:

Name of Candidate:

Address:

CSU Stanislaus Academic Position: Department:

Proposed Date(s) of Interview: # of Candidates Total:

Estimated Expenses:

Lodging:

Meal:

Air Coach from to

Train from to

Bus/Shuttle from to

Car Rental from to

Private Auto miles @ \$0.585 per mile

Estimated Total

Chartfield String	*Account	*Fund	*Dept	Program	Project	Class
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Travel Approval Number:

Requested by
Chair of Hiring Department Date

Approved by
Dean of College Date

ON-CAMPUS INTERVIEWS & EXPENSES GUIDELINES

Funds for the recruitment of faculty are very limited. This shortage severely limits the number of candidates we can bring to campus for interview and our ability to pay travel expenses. Rigid adherence to the following recruitment procedures is required in order to maximize the use of funds allocated for this purpose.

Candidates are not to be brought to campus or promised that travel expenses will be paid until final approval has been received from the College Dean.

The number of on-campus interviews will be limited to **two** candidates for each tenure track position. Exceptions to this limitation may be obtained for special circumstances but will be very rare. Recruitment funds are not allocated for the recruitment of temporary faculty positions.

I. Travel

A. Before issuing an invitation to the candidate to come to campus:

1. Complete On-Campus Interview Request Form (available from Office of Faculty Affairs web page).
2. Secure approval of the Department Chair and the College Dean.
3. Dean's Office obtains Travel Approval Number from Travel Coordinator, Eleanor Carpenter in Accounts Payable.
4. Contact candidate

B. Air travel shall be at the "economy" rate from the point of origin to Sacramento, Modesto, or San Francisco. The Department shall consult the candidate as far in advance as possible in order to obtain the best airfare (at least 7 days - if not, fares have become prohibitive). **Note: If the applicant is from outside the U.S., payment will apply only to that portion of the fare for travel within the United States.**

C. Reimbursement can be allowed for travel from the candidate's home to and from the airport at the standard rate (currently 58.5 cents per mile).

D. Travel to the campus by auto is reimbursed at the standard state rate.

E. If airlines charge extra for travel from San Francisco/Sacramento to Modesto, consider the following:

1. Car rentals - Economy car: Use Enterprise Rent-A-Car which is billed direct to the University. Check CSUS travel regulations.
2. The recruiting department makes arrangements for the pick up of candidates at the airport.

F. Travel Expenses for Handicapped Applicants - If any applicant called for an interview has a physical handicap requiring a traveling companion, the companion may be reimbursed for travel and subsistence expenses under the rules applicable to the candidate.

II. Food and Lodging

A. Normally, candidates will be housed at the Turlock Holiday Inn Express. More expensive accommodations must be approved in advance by the Dean. Reservations should be made by the sponsoring Search Committee prior to the arrival of the candidate on campus. Limit the number of nights of lodging to two nights. The University rate for a single room is \$109.00. **In order to get this rate with no tax a "Hotel/Motel Transient Occupancy Tax Waiver Exemption Certificate for State Agencies" should be filled out and faxed to the hotel at 664-9998.**

- B. Rooms at the Holiday Inn Express are billed direct to the University, and the Travel Desk will forward to the appropriate Dean for signature approval before payment is made. **Candidates will not be reimbursed for long-distance phone calls, laundry, bar bills, etc., charged to their motel rooms.** Candidates should be advised of this before checking in. The Holiday Inn Express has been advised of this policy and will request payment from the candidates for such charges.
- C. If lodging is unavailable at the Turlock Holiday Inn Express, another alternative would be the Best Western Orchard Inn. The Orchard Inn will not bill the University without an OI Number given in advance. The Orchard Inn will not honor the tax waiver exemption.
- D. If a candidate is accompanied by a spouse or companion(s), **we will reimburse food and lodging expenses for the candidate only.** Candidates should be informed of this prior to their visit.
- E. Recruitment funds will **only** provide reimbursements for meals under the following conditions:
 - 1. For all meals, the maximum allowance will be the state rate:
 Breakfast, \$10.00 Lunch, \$15.00 Dinner, \$25.00
 - 2. Entertainment expenses (including the purchase of alcoholic beverages) cannot be reimbursed.
 - 3. To secure reimbursement, you **must** submit an **original** receipt from the restaurant. This receipt **must** list the **specific food** that was ordered. Non-itemized receipts (e.g., credit card slips, etc.) will **not be accepted.**

III. Travel Claims and Reimbursement Procedures

- A. Prepare and submit to the College Dean a packet containing all payment/reimbursement requests for each of the candidates, including the following:
 - 1. Travel Expense Claim Form - Department Chair prepares claim form in the same manner as for regular employees. List **only** the items for which the candidate will be reimbursed. **Obtain signature of the candidate (while candidate is on campus).** Attach all original receipts.
 - 2. Meal Expenses – Attach original receipts that list the food ordered for meals.
 - 3. Lodging – **Only** if the candidate paid for the room. If the billing from the Holiday Inn Express was charged to the College, do not include it, billing will be sent to College Dean’s Office by the Travel Coordinator.
- B. The College Dean’s Office will obtain the necessary signatures and forward the packet to the Travel Coordinator in Accounts Payable for payment.

STATE OF CALIFORNIA

**HOTEL/MOTEL TRANSIENT OCCUPANCY TAX WAIVER
(EXEMPTION CERTIFICATE FOR STATE AGENCIES)**

STD. 236 (NEW 9-91)

**HOTEL/MOTEL OPERATOR: RETAIN THIS WAIVER FOR YOUR FILES TO SUBSTANTIATE YOUR REPORTS.
PARTICIPATION BY OPERATORS IS STRICTLY VOLUNTARY**

DATE EXECUTED

HOTEL / MOTEL NAME

TO:

HOTEL / MOTEL ADDRESS (Number, Street, City, State, ZIP Code)

This is to certify that I, the undersigned traveler, am a representative or employee of the State agency indicated below; that the charges for the occupancy at the above establishment on the dates set forth below have been, or will be paid for by the State of California; and that such charges are incurred in the performance of my official duties as a representative or employee of the State of California.

OCCUPANCY DATE(S)

AMOUNT PAID

STATE AGENCY NAME

\$

HEADQUARTERS ADDRESS

TRAVELER'S NAME (Printed or Typed)

I hereby declare under the penalty of perjury that the foregoing statements are true and correct.

EXECUTED AT: (City)

TRAVELER'S SIGNATURE

DATE SIGNED

, CALIFORNIA

On Campus Interview
Reimbursement
Receipt

OI Number

Name of Candidate

Reimbursement to

Names of Attendees

Funding Source	*Account	*Fund	*Dept	Program	Project	Class

Amount

Signature Authority

Date

SAMPLE HIRING RECOMMENDATION (DEPARTMENT)

TO:
[Dean of College]

FROM:
[Department Chair] with signature

RE:
Hiring Recommendation for [Description] Position

Upon the recommendation of the [Department Name] Search Committee, I am forwarding the name of [candidate name] as our choice for the position vacancy in [description]. Accompanying this memo is the complete recruitment file and supporting documentation.

[Brief summary of candidate’s professional credentials, previous academic experience, etc. Brief rationale for selecting this candidate in terms of position description and departmental program needs.]

RANK & SALARY:

CREDIT TOWARD TENURE:

DEPARTMENTAL SUPPORT:
[For example: reduced workload, travel support, research support, etc.]

This recommendation is supported by the following members of the Search Committee:

Name

Name

Name



California State University, Stanislaus

Faculty Employment Application Form

Applicant's Legal Name:	
Mailing Address:	
Home Telephone Number:	
Work Authorization: If hired, you will be required to furnish proof that you are legally authorized to work in the United States. Can you furnish such proof?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Position for which you are applying:	
Employment Record & Educational History: please attach a copy of your résumé or professional <i>curriculum vita</i> to this form.	
Why are you leaving your present position?	
Do we have your permission to contact former employers?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Driver's License: The position for which you have applied may require the use of a state vehicle for state business. If you are offered, and accept, employment with us, will you be able to furnish proof of a valid California Driver's License at the appropriate time?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Criminal Background:	
1) Have you ever been convicted of any crime as an adult (except traffic violations other than felonies)? (A conviction includes a plea, verdict, or finding of guilt, regardless of whether a sentence was imposed by the court.)	Yes <input type="checkbox"/> No <input type="checkbox"/>
2) Have you ever been arrested for any criminal offense for which you are currently free on bail, or on your own recognizance, pending trial? (Please note that we may not use such an arrest as a basis to deny employment—unless you are convicted.)	Yes <input type="checkbox"/> No <input type="checkbox"/>
Statement of the Applicant:	
"I certify that the answers I have given in the materials I have submitted in application for this position are true and correct, and that I have not knowingly withheld any facts or circumstances. I understand that all answers given in my application for employment are subject to verification and that, should I be employed by this university, any misrepresentation or omission of facts in this application may be sufficient reason for dismissal. The application materials include this document and any other materials I may have submitted."	
Applicant's Signature:	
Date:	

Clery Notification

The annual Campus Security Report includes statistics for the previous three years concerning reported crimes that occurred on campus; in certain off-campus buildings or property owned or controlled by CSU Stanislaus and on public property within, or immediately adjacent to and accessible from the campus. The report also includes institutional policies concerning campus security, such as policies concerning alcohol and drug use, crime prevention, the reporting of crimes, sexual assault and other matters. You can obtain a copy of this report on the web at: www.bf.csustan.edu/dps. To request a printed copy Telephone: (209) 667-3035; Fax: (209) 667-3104; or Email: Public_Safety@csustan.edu. Information regarding Campus Security Reports at other locations can be found on the web at: <http://ope.ed.gov/security>.

SAMPLE HIRING RECOMMENDATION (DEAN)

TO: [Provost]

CC: AVP, Faculty Affairs

FROM: [Dean] *with signature*

RE: Hiring Recommendation for [Description] Position

Upon the recommendation of [Name of Department Chair], I am forwarding the name of [candidate name] as our choice for the position vacancy in [description]. Accompanying this memo is the complete recruitment file and supporting documentation. I fully support this recommendation.

Our recommendation also includes the following elements:
*[Deans: Please indicate which items below will be funded—in whole or in part—
 from your college's resources.]*

- Salary:
- Rank:
- Start-up Allowance:
- Moving Allowance:
- Credit toward tenure:
- Reporting Date:
- Other special arrangements:
- Stipulations:
- Contingencies:
- Visa Status (if known):

I have spoken informally with the candidate, and believe [he/she] will accept these conditions upon receipt of our offer letter.

SAMPLE
INTERVIEWED BUT NOT SELECTED

[Date]

Name
Address

Dear [Title] [Last Name]:

We have completed our selection process for the position of _____. After serious consideration we have made an offer to another candidate.

On behalf of California State University, Stanislaus, I want to thank you for your interest in us and wish you every success in the future.

Sincerely,

[Search Committee Chair]

SAMPLE
SEARCH CANCELLED OR EXTENDED

[Date]

Name
Address

Dear [Title] [Last Name]:

We have completed our interview process for the position of _____. After serious consideration, we have decided not to fill the position vacancy at this time. We appreciate your interest in California State University, Stanislaus.

- OR -

After serious consideration, we have decided to extend the search process until approximately [date]. Your application/candidacy will remain 'active' during this extension. We appreciate your patience with our deliberations. Rest assured we will contact you with further information about this search as soon as practical.

Sincerely,

[Search Committee Chair]



California State University, Stanislaus
Office of Faculty Affairs

Report on Finalist Candidates

(Instructions: Once your Search Committee has made its final recommendation to your College Dean, please fill out this report on only those candidates on your “short list” – whether those applicants were invited to campus or not.)

Department Name: _____

Position for which you were recruiting: _____

- Person Recommended for Hire: _____
- Brief Reason* for Selection: _____

- Finalists Not Hired:
 - Name: _____
 - Brief Reason* for Non-Selection: _____

- Name: _____
- Brief Reason* for Non-Selection: _____

- Name: _____
- Brief Reason* for Non-Selection: _____

- Name: _____
- Brief Reason* for Non-Selection: _____

* Please refer to your original position description. Reasons for selection or non-selection should be succinct statements about candidate strengths and/or weaknesses. If a candidate took a position elsewhere, say so.

Tenure-Track Faculty Recruitment and Retention Survey Academic Year _____

Department: _____
 Name of Respondent: _____

Total Number of appointments established: _____

Total Number of searches conducted: _____

Number of Applications Received for this Search	Was the Position Filled?	Was at Least One Formal Offer Made?	Did the First Individual to Receive a Formal Offer Accept?	What is the PRIMARY Reason the First Individual did Not Accept?	Is there an Additional or Secondary Reason the First Individual did Not Accept?	Why Was the Position Not Filled?	Name of New Hire	Gender	Race/Ethnicity
1				Please choose from this list: Better offer elsewhere					Please choose from this list: Black or African American
2				High cost of housing					Asian
3				Family/personal reasons					Hispanic
4				Inadequate salary			American	Indian or Alaska Native	American or Alaska Native
5				Lack of spousal employment			Native Hawaiian or Other Pacific Islander	Two or more races	Native Hawaiian or Other Pacific Islander
				High teaching load					Two or more races
				Timing of CSU offer					Unknown
				Other - please specify					

Additional comments:

If multiple hires resulted from one pool of applicants in a recruitment, please indicate this so that the numbers may be calculated correctly.