

PROPOSED TENURE-TRACK RECRUITMENT & SELECTION POLICY*

***This policy is intended to supersede existing Cal Poly Pomona Policy 1311 – Recruitment and Appointment Procedures for Tenure-Line Faculty**

1. BACKGROUND

The difference between policy and procedure is that a policy provides guiding principles used to set direction in an organization. A procedure is a series of steps to be followed as a consistent and repetitive approach to accomplish an end result.

Policies are meant to reflect organizational values. They are mission-oriented principles that often describe the what and why. In contrast, procedures are narrow in focus. Procedures aim to describe the how, when, and who of processes. For instance, there is a systemwide policy of equal employment. There are procedures on how to implement that policy.

The Policy document should be a guiding statement. It should not include procedures. The procedural document should be a separate document that dictates how recruitments are conducted – the process.

2. POLICY ON TENURE-TRACK FACULTY HIRING

The California State University is committed to fostering a vibrant community of diverse students, faculty, staff, and administrators, all focused on one thing: student success.

As part of this commitment, the CSU seeks to recruit, retain, and engage a highly talented and diverse faculty who will advance the CSU mission.

In alignment with CSU's commitment and mission, and in relation to faculty recruitment, it is the policy of Cal Poly Pomona to recruit a highly talented and diverse faculty and to increase under-represented groups within the tenure-track faculty.

Faculty are at the core of Cal Poly Pomona achieving its academic mission. Therefore, it is crucial that the faculty recruitment and selection process align with the mission and goals of the CSU and Cal Poly Pomona, and that principles of fairness and equity be integral in all aspects of the search and selection.

Embodying Cal Poly Pomona's core institutional values of diversity and inclusivity is the responsibility of every member of our community. Therefore, every individual and office engaged in the faculty recruitment and selection process is expected to practice equal employment, mitigation of bias, and make deliberate and intentional efforts to recruit a robust and diverse pool of applicantsⁱ. Applicants, different from jobseekers who have simply applied for a position, are individuals who meet the minimum requirements for the posted position.

In addition to setting forth our commitment, mission, and expectations, as stated above, this policy also outlines the role of the various offices, committees, and elements critical to tenure-track faculty recruitment and selection. Any faculty recruitment and selection guidelines or

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procedural documents must align with the commitment, mission and expectations set forth in this policy.

This policy sets forth, the role of various University offices, committees and designated officials, critical tools of the recruitment and selection process, and an overview of the stages of the recruitment and selection process.

3. ROLE OF UNIVERSITY OFFICES AND DESIGNATED OFFICIALS

Provost and Vice President for Academic Affairs

The Provost and Vice President for Academic Affairs is responsible for managing the human, physical, technology, and fiscal resources of the Division of Academic Affairs, in alignment with Cal Poly Pomona's vision, mission, core values, and strategic priorities. As such, the Provost has overall responsibility for faculty searches, including the approval of faculty searches, and after consultation with Deans and on behalf of the President, formal tenure-line faculty appointments.

College Dean

The Dean is responsible for ensuring excellence in teaching, research and creative activities, service, and other professional development of the faculty within the College. To achieve these goals, the Dean has responsibility for oversight of the faculty search and selection process and works in ongoing partnership and consultation with the department and search committee in the selection of faculty. The Dean will also consult with other campus partners including the Provost, Faculty Affairs, and the Diversity Officer. The Dean has responsibility for ensuring that searches comply with all relevant University policies, procedures, and guidelines. The Dean, in consultation with the search committee, makes recommendations for tenure-line appointments to the Provost. If the consultation process between the Dean and department faculty search committee does not result in an agreed-upon recommendation, the department search committee may appeal to the Provost.

Department Chair and Department Faculty

Each department shall elect a faculty search committee (peer review committee) composed of tenured and probationary faculty members.

The Department Chair and department faculty have a shared responsibility, along with the Dean, to establish the position description and criteria. The Department Chair has the responsibility for ensuring that the search committee is constituted and that there is a search committee Chair and an Equity Advisor.

Faculty Search Committee (Peer Review Committee)

Acting as the department peer review committee, the elected search committee is responsible for establishing the search protocol, creating a recruitment package (in consultation with the Dean), conducting the search, engaging in ongoing consultation with the Dean, and making a recommendation on selection.

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In the event the Department chooses to act as a committee of the whole for the search, each member will be held to the same expectations as an elected search committee.

To ensure the search process is in alignment with the commitment, mission, and expectations of this policy:

- Search committee members are expected to participate in campus designated search committee trainings, and fully participate in all aspects of the search process, including attendance at all committee meetings, evaluate all files, and participate in all interviews.
- Search committees must consist of a minimum of three members (preferably five) and shall be diverse with representation from under-represented groups, academic ranks, and sub-disciplines or specialties in which an appointment is being sought. To ensure diverse search committees, the department may elect members from related disciplines.
- Probationary and tenured faculty are eligible to serve on search committees.
 - Search committee members must be available throughout the length of the search process.
 - Faculty participating in FERP must be eligible to serve throughout the length of the search process
- Except for the Department Chair, all search committee members are eligible to be selected for the role of search committee Chair or Equity Advisor.
 - Department Chairs may serve on a search committee as a member, but shall not serve as search committee Chair.
 - A search committee member shall not serve as both the search committee Chair and the Equity Advisor.

Recruitment and selection consultation between search committees and Deans are expected to focus on jobseekers' ⁱⁱ and applicants' knowledge, abilities, achievements, and their potential to contribute to Cal Poly Pomona's mission and vision of an inclusive polytechnic university in alignment with the criteria set forth in the job description and announcement.

The search committee may consult with tenured and probationary faculty in the department, but the consultative authority for the faculty of the department rests with the search committee.

Diversity Officer

The focus of the University designated Diversity Officer is to facilitate — through active and ongoing partnership with the Provost, Dean, and search committee — broad, diverse and qualified applicant pools, and an equitable selection process void of bias. The Diversity Officer will provide ongoing engagement and review of the search process to promote extensive and diverse outreach, ensure all jobseekers are given fair consideration based on the stated criteria, and to interrupt bias.

Faculty Affairs

Faculty Affairs provides administrative support to the search and selection process. In addition to

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working in consultation with the Dean on review and approval of recruitment packages, Faculty Affairs is responsible for search committee training, posting of positions, and ensuring compliance with equal employment opportunity and affirmative action. This includes review of the recruitment package, and the collection of demographic data to assess the success and compliance of the various stages of the recruitment process.

4. CRITICAL TOOLS OF RECRUITMENT & SELECTION

Below is a brief description of two critical tools of recruitment and selection. These tools are required elements of recruitment & selection as they support equal employment, affirmative action, mitigation of bias, and robust and diverse outreach.

Recruitment Package

The faculty search committee, in full consultation with the Dean, develops a detailed search recruitment package. The purpose of a recruitment package is to define the full parameters of the search, including timelines, outreach, job description, selection criteria (including minimum and preferred qualifications), rubrics for objective and bias-free assessment of criteria, method of collection of assessment materials, job announcement, and documentation of decision making.

In order to maximize equal employment opportunity and minimize bias, recruitment packages must be developed by the search committee, and submitted to, reviewed and approved by Faculty Affairs prior to the start of a search.

Applicant Tracking System (ATS)

In order to retain all information, documents, and decision making related to search and selection, the University adopted Applicant Tracking System (ATS) will be the official system of record. All search related information, documentation, and final dispositions of each jobseeker must be made and retained in the University adopted ATS.

5. OVERVIEW OF THE STAGES OF RECRUITMENT & SELECTION

The typical search process has four phases: pre-recruitment, recruitment, screening and recommendation, and appointment.

A. Pre-recruitment

Pre-recruitment is the early planning stage of the overall search process. The pre-recruitment phase includes request for position, approval of position, formation of the search committee, and development of the position.

- Initiation of Position
 - Salary analysis
- Formation and Training of the Search Committee

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B. Recruitment

The goal of recruitment and outreach is to develop as broad, deep, and diverse a pool of highly qualified applicants as possible. The recruitment package should be designed with this in mind. The recruitment phase includes the development and approval of a recruitment package, and implementation of the recruitment plan.

- Development and Approval of the Recruitment Package
- Implementation of Recruitment Plan

C. Screening and Recommendation

The purpose of the screening and recommendation phase is to narrow the pool of jobseekers down to a group of applicants the search committee believes are best qualified for the position. The screening and recommendation phase includes: reviewing all jobseekers for minimum qualifications, identifying a group of applicants, recommending a group of semi-finalists and finalists.

- Reviewing all Jobseekers
- Identifying Applicants
- Recommendation of Semi-finalists and Finalists

To ensure ongoing equal employment and affirmative action compliance, this portion of the search requires timely, accurate, and full documentation. Such ongoing documentation includes:

- Ensuring all jobseekers are properly and timely dispositioned in the applicant tracking system.
- Collection and maintenance of proof of all job advertisements in the applicant tracking system
- Collection and maintenance of all selection notes (scoring rubrics, summary of interviews, outcome of deliberations) in the applicant tracking system.

D. Appointment

Appointment portion of the search process is the time during which an offer is being made, negotiated, and finalized.

ⁱ Applicant: a person who submitted a complete application package by the posting deadline AND meets the minimum qualifications for the position. An applicant is not a jobseeker, rather a person who is qualified for the role. The expectation of the faculty recruitment process is not to simply build a diverse jobseeker pool but to attract diverse applicants – individuals who meet the qualifications of the position.

ⁱⁱ Jobseeker: A person who submitted an application but does not meet the minimum qualifications for the position. All jobseekers must be given fair consideration based on the stated criteria of the position, to determine if they meet the minimum qualifications for the position.