CALIFORNIA STATE POLYTECHNIC UNIVERSITY, POMONA

POLICY NO: 1310
POLICY ON MANAGEMENT PERSONNEL PLAN (MPP) APPOINTMENTS

Contents

POLICY NO: 1310 32
1. ROLE OF THE APPOINTING OFFICER 43
2. ROLE OF THE EXECUTIVE SEARCH FIRM 43
3. ROLE OF THE STAFF SUPPORT 54
4. COMPOSITION OF SEARCH COMMITTEES 54
4.1 GENERAL REGULATIONS 54
4.2. SEARCHES FOR POSITIONS REPORTING TO THE PRESIDENT and to the Provost 65
4.3. SEARCHES FOR POSITIONS REPORTING TO A DEAN 76
4.4. SEARCHES FOR POSITIONS REPORTING TO A VICE PRESIDENT OUTSIDE OF ACADEMIC AFFAIRS 86
4.5. SEARCHES FOR POSITIONS REPORTING TO ASSOCIATE VICE PRESIDENTS WITHIN ACADEMIC AFFAIRS 86
5. RESPONSIBILITIES OF A SEARCH COMMITTEE 87
6. ROLE OF THE COMMITTEE CHAIR 98
7. ROLE OF THE President's Designee for Inclusive Excellence and Chief Diversity Officer (or equivalent position). 109
8. POSITION ANNOUNCEMENT 119
9. CREATING THE CANDIDATE APPLICANT POOL 1211
10. PRELIMINARY REVIEW OF THE APPLICATIONS 1311
11. SCREENING THE APPLICANTS 1412
12. FINALISTS AND ON CAMPUS INTERVIEWS 1513
13. EVALUATION OF FINALISTS 1614
14. OFFERS OF EMPLOYMENT 1715
15. CLOSING THE SEARCH 1715
16. CHANGES IN EXISTING APPOINTMENTS 1715
17. EMERGENCY OR INTERIM APPOINTMENTS 1816
Error! Hyperlink reference not valid. POLICY NO: 1310 ..... **Error! Bookmark not defined.** 2
Error! Hyperlink reference not valid. 1. ..... ROLE OF THE APPOINTING OFFICER ..... **Error! Bookmark not defined.** 3
Error! Hyperlink reference not valid. 2. ..... ROLE OF THE EXECUTIVE SEARCH FIRM ..... **Error! Bookmark not defined.** 3

Error! Hyperlink reference not valid.3. ROLE OF THE STAFF SUPPORT **Error! Bookmark not defined.**4

Error! Hyperlink reference not valid.4. COMPOSITION OF SEARCH COMMITTEES **Error! Bookmark not defined.**4

Error! Hyperlink reference not valid.4.1. GENERAL REGULATIONS **Error! Bookmark not defined.**4

Error! Hyperlink reference not valid.4.2. SEARCHES FOR POSITIONS REPORTING TO THE PRESIDENT and PROVOST **Error! Bookmark not defined.**5

Error! Hyperlink reference not valid.4.3. SEARCHES FOR POSITIONS REPORTING TO THE PROVOST **Error! Bookmark not defined.**6

Error! Hyperlink reference not valid.4.4 SEARCHES FOR POSITIONS REPORTING TO A DEAN **Error! Bookmark not defined.**6

Error! Hyperlink reference not valid.4.5. SEARCHES FOR POSITIONS REPORTING TO A VICE PRESIDENT OUTSIDE OF ACADEMIC AFFAIRS **Error! Bookmark not defined.**6

Error! Hyperlink reference not valid.4.6. SEARCHES FOR POSITIONS REPORTING TO ASSOCIATE VICE PRESIDENTS WITHIN ACADEMIC AFFAIRS **Error! Bookmark not defined.**7

Error! Hyperlink reference not valid.5. RESPONSIBILITIES OF A SEARCH COMMITTEE **Error! Bookmark not defined.**7

Error! Hyperlink reference not valid.6. ROLE OF THE COMMITTEE CHAIR **Error! Bookmark not defined.**8

Error! Hyperlink reference not valid.7. ROLE OF THE DIVERSITY OFFICER Director, Employee Diversity, Inclusion & Campus Climate **Error! Bookmark not defined.**9

Error! Hyperlink reference not valid.8. POSITION ANNOUNCEMENT **Error! Bookmark not defined.**10

Error! Hyperlink reference not valid.9. CREATING THE CANDIDATE APPLICANT POOL **Error! Bookmark not defined.**11

Error! Hyperlink reference not valid.10. PRELIMINARY REVIEW OF THE APPLICATIONS **Error! Bookmark not defined.**11

Error! Hyperlink reference not valid.11. SCREENING THE APPLICANTS **Error! Bookmark not defined.**12

Error! Hyperlink reference not valid.12. FINALISTS AND ON CAMPUS INTERVIEWS **Error! Bookmark not defined.**14

Error! Hyperlink reference not valid.13. EVALUATION OF FINALISTS **Error! Bookmark not defined.**14

Error! Hyperlink reference not valid.14. OFFERS OF EMPLOYMENT **Error! Bookmark not defined.**15

Error! Hyperlink reference not valid.15. CLOSING THE SEARCH **Error! Bookmark not defined.**15

Error! Hyperlink reference not valid.16. CHANGES IN EXISTING APPOINTMENTS **Error! Bookmark not defined.**16

Error! Hyperlink reference not valid.17. EMERGENCY OR INTERIM APPOINTMENTS **Error! Bookmark not defined.**16

CALIFORNIA STATE POLYTECHNIC UNIVERSITY, POMONA

POLICY NO: 1310
POLICY ON MANAGEMENT PERSONNEL PLAN (MPP) APPOINTMENTS

All Management Personnel Plan (MPP) searches require written approval by the President of the University or appropriate vice president in consultation with the President, prior to initiating a search. This policy and the attached procedures are intended to provide a guide for the search and appointment of MPP positions at Administrator Grade Level (AGL) III and IV. ~~All MPP searches require the written approval of the President, or appropriate vice president in consultation with the President, prior to initiating a search.~~

It is the policy of California State Polytechnic University, Pomona (CPP) to use a process of shared governance for making permanent appointments of administrators that allows for meaningful consultation and consensus building with impacted constituencies in order to select the most qualified, effective leaders available to maintain the academic quality and integrity of the institution.

It is the policy of the university to make every effort to maximize the size, strength, and diversity of the applicant pool for administrative positions, acknowledging that a diverse workforce is essential to serving the needs of the university and ensuring continued excellence. ~~All~~ Applicants shall be given fair consideration based on the announced criteria. California State Polytechnic University, Pomona is ~~strongly committed to the principles of equal employment opportunity and nondiscrimination for all~~. an equal opportunity, affirmative action employer. ~~It is the policy of the university to provide programs, services, and benefits including employment without regard to race, color, religion, national origin, sex, sexual orientation, marital status, pregnancy, age, disability, medical condition, and covered veteran status. The university does not tolerate unlawful discrimination in any form.~~ The university subscribes to all state and federal regulations and prohibits discrimination based on race, color, religion, national origin, sex, gender identity/gender expression, sexual orientation, marital status, pregnancy, age, disability, genetic information, medical condition, and covered veteran status.

The President or designee is the appointing officer for all ~~administrative~~ MPP appointments. Only official written notification from the President or designee constitutes a valid offer of employment. No other person is authorized to appoint administrators, nor to modify or revise the provisions of any appointment or offer of appointment. No other person is authorized to make statements, either oral or written, which may be construed to be commitments to employment or the terms of employment by the university. Individuals whose administrative appointments have been approved by the President or designee shall be responsible for the conduct of university business.

~~The basic criterion for any administrative position is "ability and fitness" for the position to be filled (as stated in California Code of Regulations, Title 5 Section 42700 (a). For purposes of this policy, "ability" requires that the candidate demonstrate that he/she possesses the credentials~~

~~and/or experience required for the position and the skills necessary to perform the essential functions of the position. For purposes of this policy, "fitness" requires that the candidate demonstrate that he/she possesses the skills essential for being a productive, cooperative, and collegial member of the university community.~~ As stated in the California Code of Regulations, Title 5, Div 5, Ch 1, sub-chapter 7, Article 1 (bb), "Management Personnel Plan employee" means an employee who has been designated as "management" or "supervisory" in accordance with the provisions of the Higher Education Employer-Employee Relations Act. An MPP employee is neither an administrative, academic, or nonacademic employee while serving in a MPP position. (Refer to California Code of Regulations, Title 5, Div 5, **§** 42720 Article 2.2 MPP).

1. ROLE OF THE APPOINTING OFFICER

1.1. The primary initiative for recruitment lies with the appointing officer. The appointing officer is responsible for ensuring that search committees are constituted according to the guidelines in section 4 of these procedures. Unless otherwise specified in these procedures, the appointing officer is responsible for appointing search committee members.

1.2. The appointing officer or designee shall convene the first session of the search committee, outline the characteristics and responsibilities of the position, identify the required and preferred qualifications of candidates, and establish a deadline for the search committee to forward recommendations. A close and ongoing consultative relationship between the search committee and the appointing officer is essential.

1.3. The appointing officer will not be a part of the search committee.

1.4. The appointing officer may assign a staff support person to the committee.

1.5. The appointing officer or designee, in consultation with the search committee, may decide to hire an executive search firm to enhance and/or broaden the applicant pool.

1.6. The appointing officer in~~after~~ consultation with the search committee may cancel the search at any time.

2. ROLE OF THE EXECUTIVE SEARCH FIRM

2.1. To assist the search committee by identifying a diverse pool of qualified candidates.

2.2. The search firm may be asked to disseminate information about the position, locate and contact all appropriate candidates, receive and screen applications, conduct preliminary interviews, ~~and~~ conduct reference checks, and collect demographic information for Employment & Organizational Development and Advancement.

2.3. The search firm will submit to the search committee ~~the qualified individuals who meet the criteria established by the search committee and transmit the~~ all completed application files to the search committee.

2.4. The search committee may, at their discretion require the search firm to provide a report on the candidates who completed the application package.

2.5. The search firm representative may assist the committee with virtual and on campus interview questions.

2.6. The search firm representative will contact applicants not moving forward in the search.

2.7. The search firm representative will attend the first committee meeting and virtual interviews. The firm representative may attend additional committee meetings as needed.

3. ROLE OF THE STAFF SUPPORT

3.1. To assist the search committee and the committee chair as needed. The staff support will also assist with policy and Employee and Organizational Development & Advancement (EODA ~~HR~~) (or equivalent unit) compliance.

3.2. The staff support will assist the committee with: search timeline, agendas, taking meeting minutes, securing meeting spaces, creating itineraries, create ~~ing doodles for~~ meeting polls for~~s~~ dates/times, coordinate~~set~~ virtual interviews ~~with Media Vision~~, and other duties to assist with the search process.

3.3. The staff support attends all committee meetings and is a non-voting member.

4. COMPOSITION OF SEARCH COMMITTEES

4.1 GENERAL REGULATIONS

4.1.1. All faculty members on administrative search committees shall be full-time tenured or tenure-track faculty.

4.1.1.1. Faculty participants in the Faculty Early Retirement Program (FERP) shall not be eligible for service.

4.1.1.2. Faculty designated by the Executive Committee of the Academic Senate to serve on search committees shall be selected as that body deems appropriate.

4.1.2. The Executive Committee of the Academic Senate will select the faculty members who serve on the search committee within three weeks of the receipt of

the request to form the committee.

4.1.2.1. If the faculty representatives are not selected within three weeks, the Chair of the Senate will solicit faculty to serve on the search committee.

4.1.2.2. If the above stated efforts do not yield the required number of faculty to serve on the committee, the appointing officer ~~in consultation~~will be required to get the approval of the -Executive Committee of the ~~with the~~ Academic Senate ~~may~~to proceed with the search. The Academic Senate will continue to solicit additional faculty to serve on the search committee.

4.1.3. Each search committee shall include, as a non-voting member, the President's Designee for Inclusive Excellence and Chief Diversity Officer~~CPP Director, Employee Diversity, Inclusion & Campus Climate~~ (or equivalent position)~~or HR designe~~.~~e.~~

4.1.3.1. The ~~Diversity~~ ,President's Designee for Inclusive Excellence and Chief Diversity Officer, (or equivalent position) m~~Officer Director, Employee Diversity, Inclusion & Campus Climate m~~ust attend the first committee meeting and may attend other search committee meetings.

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4.1.4. One representative of off-campus interests, appropriate to the position being filled, may be appointed to an open position on a search committee by the appointing officer.

4.1.5. The search committee shall be representative of the appropriate constituency, and the diversity of the campus.

4.1.6. Staff members who serve on search committees shall be full-time permanent employees of Cal Poly Pomona selected by the appointing officer.

4.1.7. Associated Students Inc. (ASI) will be given the first opportunity to appoint students to search committees.

4.1.7.1. If ASI is unable to provide a student representative in a timely manner, the appointing officer may appoint the student representative.

4.1.7.2. Students serving on search committees shall be in good standing with sophomore, junior, senior, or graduate status.

4.2. SEARCHES FOR POSITIONS REPORTING TO THE PRESIDENT and to the Provost

4.2.1. The search committee to fill the position of Provost and Vice President for Academic Affairs, Vice President, or Associate Vice President, Executive Director, or other AGL III positions with line responsibilities reporting directly to the President; and the search committee to fill the position of Dean of a College or School, Dean of the University Library, Associate Vice President, Executive Director, or other AGL III position reporting directly to the Provost shall consist

of the following:

4.2.1.1. ~~Six Up to~~ Six~~four~~ full-time tenured or tenure-track faculty members selected by the Executive Committee of the Academic Senate.

~~4.2.1.1.~~4.2.1.2. Up to ~~three~~ two persons, one being a permanent staff member as provided in 4.1.6, selected by the President or Provost as appropriate.~~.~~

~~4.2.1.2. Six full-time tenured or tenure-track faculty members selected by the Executive Committee of the Academic Senate.~~

~~4.2.1.3. One permanent staff member as provided in 4.1.6~~.

~~4.2.1.4.~~4.2.1.3. One student selected as provided in 4.1.7.

~~4.3. SEARCHES FOR POSITIONS REPORTING TO THE PROVOST~~

~~4.3.1. The search committee to fill the position of Dean of a College or School, Dean of the University Library, Associate Vice President, Executive Director, or other AGL III position reporting directly to the Provost shall consist of the following:~~

~~4.3.1.1. Six full-time tenured or tenure-track faculty members selected by the Academic Senate. At least three faculty members shall be appointed from the affected college/school.~~

~~4.3.1.2. Four persons appointed by the Provost; two of them shall be permanent full-time staff members, as provided in 4.1.6, of which at least one shall be from within the college/school.~~

~~4.3.1.3. One student selected as provided in 4.1.7.~~

~~4.4.~~4.3. SEARCHES FOR POSITIONS REPORTING TO A DEAN

~~4.4.1.~~4.3.1. Appointments to the position of Associate or Assistant College/School Dean, or other administrative positions reporting to the dean, shall be made by the dean, with approval from the Provost.

~~4.4.2.~~4.3.2. The search committee shall consist of:

~~4.4.2.1.~~4.3.2.1. Three full-time tenured or tenured-track faculty members selected by the Executive Committee of the Academic Senate

~~4.4.2.2.~~4.3.2.2. Two persons including a permanent staff member, as provided in 4.1.6.

~~4.4.2.3.~~4.3.2.3. One student selected as provided in 4.1.7.

~~4.4.3.~~4.3.3. A search, which is at least campus-wide in scope and for a minimum of ~~two~~ four weeks in length, shall be initiated.

~~4.4.4.~~4.3.4. The position announcement shall be widely publicized and shall include a description of the duties of the position as well as required/preferred qualifications.

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~~4.5.~~4.4. SEARCHES FOR POSITIONS REPORTING TO A VICE PRESIDENT OUTSIDE OF ACADEMIC AFFAIRS

~~4.5.1.~~4.4.1. The search committee to fill Associate Vice President, Executive Director, and other AGL III positions reporting to a Vice President outside of Academic Affairs shall consist of the following:

~~4.5.1.1.~~4.4.1.1. Two full-time tenured or tenured-track faculty members selected by the Executive Committee of the Academic Senate.
~~4.5.1.2.~~4.4.1.2. Up to four~~six~~ persons selected by the appointing vice president.
~~4.5.1.3.~~4.4.1.3. One permanent staff member selected by the appointing vice president, as provided in 4.1.6, from the division of the appointing vice president, selected by the appointing vice president.
~~4.5.1.4.~~4.4.1.4. One student, if deemed appropriate by the appointing officer vice president, selected as provided in 4.1.7.

~~4.6.~~4.5. SEARCHES FOR POSITIONS REPORTING TO ASSOCIATE VICE PRESIDENTS WITHIN ACADEMIC AFFAIRS

4.5~~6~~.1 The search committee to fill AGL III positions reporting to Associate Vice Presidents (AVP) within Academic Affairs (such as the e.g. Registrar) shall consist of the following:

~~4.6.1.1.~~4.5.1.1. Three full-time tenured or tenure-track faculty members selected by the Executive Committee of the Academic Senate.
~~4.6.1.2.~~4.5.1.2. Two persons including a permanent staff member, as provided in 4.1.6, selected by the supervising AVP.
~~4.6.1.3.~~4.5.1.3. One student, if deemed appropriate by the appointing officer, selected as provided in 4.1.7.

~~4.6.2.~~4.5.2. The position announcement shall be widely publicized, and shall include~~ a~~ position description~~ of the duties of the position~~duties as well as required and ~~/~~preferred qualifications.

~~4.6.3.~~4.5.3. Appointments to the positions of Director or other administrative positions reporting to an AVP shall be made by the AVP, with approval from the Provost.

5. RESPONSIBILITIES OF A SEARCH COMMITTEE

5.1. The role of the search committee is to ~~is to assist and advise~~ review and recommend candidates to the appointing~~hiring~~ administrator in identifying, screening, and recommending qualified candidates for MPP positions.

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5.2. No member of a search committee may apply for, or accept a nomination for the position under consideration without first resigning from the committee.

5.3. Each member of the search committee is responsible for compliance with law and all policies including specifically, the requirement to maintain strict confidentiality, and reminded by signing a confidentiality agreement.

5.4. The committee shall be governed by majority votes of the membership.

5.5. A search committee member normally serves until the completion of the committee's charge.

5.5.1. However, the appointing officer, with ~~in consultation~~ approval of~~with~~ the committee chair and the body which appointed the committee member as described under section 4.1.2 (faculty), 4.1.6 (staff), and 4.1.7 (student), may ~~jointly~~ decide to discharge the member at any time.

5.5.2. If the appointing body and the appointing officer cannot reach a joint decision, the President shall make the final decision and inform the appointing body and the search committee.

5.6. The search committee shall elect a chair from its membership.

~~5.6.1. The ideal chair candidate shall be someone with experience in collaborative committees, shared governance, and the ability to lead.~~

~~5.6.2.~~5.6.1. When the search is for the position of dean or associate dean, the chair must be a tenured faculty member of the committee.

6. ROLE OF THE COMMITTEE CHAIR

6.1. Ensur~~eing~~ that each member of the search committee has been advised of and adheres to the law, California State University policy, and university policy which bear upon the search and nomination process.

6.2. Act~~ing~~ as a liaison between the search committee and the appointing officer or designee.

6.3. In consultation with the appointing officer and the committee, compiles ~~a complete recruitment package,~~the items listed below (6.3.1) and ensures a copy is sent to President's designee for Inclusive Excellence and Chief Diversity Officer ~~the Diversity Officer Director, Employee Diversity, Inclusion & Campus Climate or designee, for Equal Employment Opportunity compliance~~.

6.3.1. ~~The package should include a current position description,~~ A copy of advertisements, telephone interview questions, reference interview questions, the rubric, and interview questions of finalists (including questions for on-campus

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visits).

6.3.2. Components of the ~~recruitment~~ package may be submitted individually as completed.

6.4. Ensure~~ing~~ that all search records are transferred to the ~~Human Resources~~ EODA Director (or equivalent position) at the conclusion of the search, in accordance with section 15 of ~~these procedures~~ this policy.

6.5. Maintain ongoing contacts/correspondence with candidates (if a search firm is not used).

6.6. Maintain ongoing contact with the appointing officer to provide regular updates on the search progress.

6.7. Communicate with staff support to arrange schedules for committee meetings, telephone, teleconference, or virtual interviews and campus visits as appropriate.

6.8. Consult with the appointing officer regarding number of candidates to be invited for on-campus interviews and interview schedule prior to inviting the candidates.

6.9. Ensure~~ing~~ that campus visitations are handled properly and in a timely manner.

6.10. In consultation with the appointing officer and if appropriate, the search firm, ensure timely notification to unsuccessful candidates.

6.11. Performing other duties as necessary to complete a timely and successful search.

7. ROLE OF THE ~~DIVERSITY OFFICER Director, Employee Diversity, Inclusion & Campus Climate~~President's Designee for Inclusive Excellence and Chief Diversity Officer (or equivalent position).

7.1. The focus of the ~~Diversity Officer~~ President's Designee for Inclusive Excellence and Chief Diversity Officer (or equivalent position), ~~Director, Employee Diversity, Inclusion & Campus Climate~~ or designee is to provide an ongoing review of the search process to promote equal employment opportunity, and adherence to sound human resource practices.

7.2. The ~~Associate Vice President of Diversity, Human Resource Services, and Risk Programs~~ Assistant Vice President, ~~Office of Institutional Equity and Compliance~~Employee & Organizational Development and Advancement will serve ~~as the Diversity Officer~~ for all AGL IV and Associate Vice President searches and the ~~Manager of Diversity and Compliance~~ Director, Employee Diversity, Inclusion & Campus Climate (or equivalent position) will serve ~~as the Diversity Officer~~ for other searches unless otherwise designated by the President.

7.3. The responsibilities of the ~~Diversity Officer~~ ~~Officer~~ President's Designee for Inclusive Excellence and Chief Diversity Officer (or equivalent position) ~~Director, Employee~~

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~~Diversity, Inclusion & Campus Climate or designee~~ are as follows:

7.3.1. To consult in the recruitment process from its initial stages to completion, and to inform the search committee of affirmative action practices and procedures necessary to assure equal employment opportunity, including considerations regarding valid selection procedures, and appropriate interview techniques.

7.3.2. To ensure that the recruitment efforts are far-reaching and include efforts that attract a diverse pool of qualified candidates.

7.3.3. To collect diversity data and to assess the extent to which recruitment efforts have been successful in attracting a diverse pool of qualified candidates.

7.3.4. To work with the search committee to assure that all candidates are given fair consideration based on the criteria stated in the official position announcement.

7.3.5. To render a decision to the appointing officer and the committee chair as to the need to address any problems related to the conduct of the search.

7.4. The ~~Diversity Officer~~ President's Designee for Inclusive Excellence and Chief Diversity Officer (or equivalent position) ~~Director, Employee Diversity, Inclusion & Campus Climate~~ or designee must review ~~and/or approve~~ the position announcement for legal compliance.

8. POSITION ANNOUNCEMENT

8.1. The appointing officer shall provide the search committee with a job description and draft position announcement. The appointing officer, in consultation with the search committee (and search firm if used), will develop the position announcement.

8.2. Each position announcement shall include the following:

8.2.1. Clearly defined criteria for the position, specifying both the minimum qualifications required and the preferred criteria.

8.2.1.1. The criteria listed on the position announcement shall be bona fide occupational qualifications for the position.

8.2.2. The requirement for a minimum of three (3) current references.

8.2.2.1. The references should be ~~responsible~~ persons who have current working knowledge of the candidate's qualifications and ability for the position.

8.2.3. The estimated date by which the completed application shall be submitted for fullest consideration. (To allow for late applications, vacancy announcements

shall not have a deadline after which applications will not be accepted.)

8.2.4. Name, mailing address, and email address of the search committee chair, designee, or search firm.

8.2.5. Internet address for the university, college, or school.

8.2.6. References to the university's equity goal of diversifying its employees, to the university's status as an affirmative action/equal opportunity employer, and to the university's non-discrimination policy.

8.3. Once a position announcement has been posted, the criteria stated in the position announcement cannot be altered.

8.3.1. When there are compelling reasons to alter the criteria, the appointing officer shall follow the provisions under 1.6 to terminate the ongoing search and to initiate a new search.

8.4. The search committee may also require current reference letters.

8.5. ~~Human Resources~~EODA (or equivalent unit)~~and/or Faculty Affairs~~ will post the official position announcement on the EODA (or equivalent unit)~~HR~~ ~~or Academic Affairs~~ web pages and the CSU system site, as appropriate. In addition, Academic Affairs may post the announcement on their web pages.

8.6. A college/school will post all position announcements for its administrative positions on its web page, with a link to the CPP employment site.

8.7. It is recommended that the search committee, in consultation with the appointing officer, place the position announcement in professional journals and diversity publications, appropriate to the position, that are likely to attract a broad and diverse pool of qualified applicants, and distribute copies of the announcement as deemed appropriate.

8.8. The position announcement will be posted for the duration of time per Cal Poly Pomona EODA (or equivalent unit)~~HR~~ policy.

9. CREATING THE CANDIDATE APPLICANT POOL

9.1. The search committee will make every effort to maximize the size, strength, and diversity of the applicant pool for the administrative position.
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9.2. All applicants shall be given fair consideration based on the announced criteria.

9.3. The appointing officer and the search committee are encouraged to solicit applications and nominations from professional sources, and propose ways to expand the search.

9.4. The appointing officer may use a professional search firm or other means to recruit, enlarge, or refine a pool of qualified candidates.

9.5. Initial correspondence to the applicants shall include the Affirmative Action Application Data Form and encourage the applicant to submit the form, ~~under separate cover~~ to the ~~Diversity Officer~~ Director, Employee Diversity, Inclusion & Campus Climate (or equivalent position) o~~o~~r designee.

10. PRELIMINARY REVIEW OF THE APPLICATIONS

10.1. Applications for all positions are to be treated with the strictest confidentiality. All deliberations on applications shall be conducted by the search committee in closed session and remain confidential as provided by law. Violations of this confidentiality are considered to be unprofessional conduct.

10.2. ~~There shall be an access log for the file of each applicant.~~ All applications will be located on a secure on-line platform with credentialed access.

~~10.2.1. All persons shall sign in and out when reviewing the file.~~

~~10.3. All applicants shall be given fair consideration based on the announced criteria.~~

~~10.4.~~10.3. Each application for the position shall be promptly acknowledged in writing by the chair of the committee or designee.

~~10.5.~~10.4. ~~The~~ All applica~~ntion~~ materials ~~of each applicant~~ shall be given fair consideration and reviewed against minimum qualifications as enumerated in the position announcement.

~~10.6.~~10.5. The ~~checklist,~~ rubric/initial screening, shall be prepared and approved by the members of the search committee prior to the commencement of reading applications.

~~10.7.~~10.6. All committee members must read all applications;~~,~~ however, applications must be assessed objectively and consistently against the minimum and preferred qualifications set out in the position description and rubric by at least two members of the search committee. The completed rubrics will be discussed with all committee members.

~~10.8.~~10.7. As the search committee receives applications, the search committee chair or designee shall fill out the Applicant Tracking System spreadsheet (see attachment 1A).

~~10.9.~~10.8. At the close of the response period, the search committee chair shall send the Applicant Tracking System spreadsheet to the ~~Diversity Officer~~ ~~Director, Employee Diversity, Inclusion & Campus Climate or designee~~ **President's Designee for Inclusive Excellence and Chief Diversity Officer (or equivalent position)**.

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~~10.10.~~10.9. The ~~Diversity Officer~~ ~~Director, Employee Diversity, Inclusion & Campus Climate~~ **President's Designee for Inclusive Excellence and Chief Diversity Officer (or equivalent position)** or designee shall review the composition of the applicant pool to determine if the pool adequately represents the wider pool of women and minorities in the appropriate profession.

~~10.11.~~10.10. The ~~Diversity Officer~~ ~~Director, Employee Diversity, Inclusion & Campus Climate~~ **President's Designee for Inclusive Excellence and Chief Diversity Officer (or equivalent position)** or designee shall report the result of its evaluation of the applicant pool to the search committee and the appointing officer.

11. SCREENING THE APPLICANTS

11.1. Any applicant not having the minimum qualifications as stated in the position announcement is disqualified from further consideration.

11.2. After the preliminary review of applicants, the search committee shall conduct a more detailed evaluation of the applicants meeting the minimum qualifications.

11.3. The search committee shall narrow the pool of applicants to semi-finalists.

11.4. If deemed appropriate by the search committee, interviews will be conducted of the semi-finalists.

11.5. Interviews of semi-finalists are usually conducted by telephone or virtually unless the appointing officer approves in-person interviews.

11.6. ~~At least two members of the search committee~~ With knowledge of the interview schedule in advance, search committee members should make every effort to ~~fully participate in~~attend semi-finalist interviews~~, will and be present at, each semi-finalist interview~~. ~~and they will ask the~~ Candidates will be asked the questions that were pre-approved by the ~~Diversity Officer~~ Director, Employee Diversity, Inclusion & Campus Climate or designee.

11.7. The search committee may choose to record the interview with the candidate's approval.

11.7.1. All virtual interviews are recorded for the benefit of committee members that cannot attend the virtual meeting. The semi-finalists must sign a video release form.

11.8. A minimum of three (3) telephone reference checks is required prior to naming a candidate as a finalist.

11.8.1. If a search firm is used, the firm representative may conduct the reference checks and give a report ~~back~~ to the committee and appointing officer.

11.8.2. At least two members of the search committee will be present at each ~~telephone~~ reference check, when a search firm is not used.

11.8.3. The committee members will use the questions that were compiled by the committee and ~~preapproved~~ reviewed by the ~~Diversity Officer~~ ~~Director, Employee Diversity, Inclusion & Campus Climate or designee~~ **President's Designee for Inclusive Excellence and Chief Diversity Officer (or equivalent position)**.

11.9. The search committee will evaluate the semi-finalists based on the application material, the interviews (if conducted), and the reference checks and will narrow the candidate pool to the top candidates.

11.9.1. The search committee chair will meet with the appointing officer to summarize through the collection of the rubric ~~listing~~ specific reasons why unsuccessful applicants, who met minimum qualifications, were not selected to be finalists.

11.9.2. A copy of ~~this memo~~ the summary is to be sent to the ~~Diversity Officer~~ ~~Director, Employee Diversity, Inclusion & Campus Climate~~ **President's Designee for Inclusive Excellence and Chief Diversity Officer (or equivalent position)**~~or designee~~.

11.10. The search committee will normally recommend the top three (3) to five (5) candidates as finalists to be invited for campus interviews.

11.10.1. The search committee will submit a tentative campus itinerary and the list of finalists to the appointing officer for approval before extending invitations to the candidates.

11.10.2. The appointing officer has the final decision on how many candidates will be invited to campus.

12. FINALISTS AND ON CAMPUS INTERVIEWS

12.1. The name of a candidate shall be released to the campus community only if the candidate is a finalist and brought to campus for an interview.

12.2. At the time the on-campus invitation is extended, each candidate should be given an opportunity to withdraw from the search.

12.3. Candidates should be reminded that the names of candidates brought to campus will be public information and that the university will not accept responsibility if the current

employer has not been made aware of their candidacy.

12.4. An itinerary and informational packet will be prepared for each candidate prior to the campus interview.

12.4.1. The itinerary should be transmitted to the candidate as quickly as possible.

12.5. If an external candidate asks for retreat rights (with or without tenure) in a department, a meeting with the tenured faculty of the appropriate department and the candidate shall be scheduled during the campus visit.

12.5.1. After meeting with the external candidate, the department shall provide a written recommendation to the appointing officer and search committee.

12.5.2. The appointing officer will take the recommendation into consideration when making an appointment.

12.6. The campus visit will include an interview with a majority of the full search committee using questions that were compiled by the committee and ~~pre-approved~~ reviewed by the ~~Diversity Officer~~ **President's Designee for Inclusive Excellence and Chief Diversity Officer (or equivalent position)** ~~Director, Employee Diversity, Inclusion & Campus Climate~~ or designee.

12.7. The campus visit will also include an open forum and other interviews as deemed appropriate.

13. EVALUATION OF FINALISTS

13.1. The search committee shall submit the list of on-campus finalists in non-ranking, alphabetical order, ~~that were interviewed on campus~~, to the appointing officer with a written evaluation of each finalist identifying their strengths and weaknesses.

13.2. The appointing officer shall meet with the search committee to discuss the committee's recommendation for and against the finalists.

13.3. If fewer than three qualified finalists remain in the pool, the appointing officer may extend the search or follow the provisions under 1.6 to cancel the search.

13.4. Prior to making the appointment, the appointing officer shall inform the search committee.

13.5. If the appointing officer has compelling reasons that an appointment from the list of finalists is not in the best interest of the University, they~~he/she~~ after consultation with the ~~Diversity Officer~~ ~~Director, Employee Diversity, Inclusion & Campus Climate,~~ **President's Designee for Inclusive Excellence and Chief Diversity Officer (or equivalent position)** shall follow the provisions under 1.6 to cancel the search and

initiate a new search.

14. OFFERS OF EMPLOYMENT

14.1. The appointing officer will contact the current or most recent and the previous employer of a candidate before making an offer.

14.2. The current employer may not be contacted until the candidate gives consent.

14.3. Only the President or designee is authorized to make an offer of employment through written notification.

14.3.1. No person shall be deemed appointed in absence of an official written notification from the President or designee.

14.4. The terms of the offer of employment shall be consistent with the position announcement.

14.5. The acceptance of a position is the candidate's written unconditional affirmative response to the offer of employment no later than the date stated in the offer of employment.

14.6. When the position is filled, the appointing officer, chair of the search committee, or the search firm (decided by the appointing officer) shall notify the remaining unsuccessful finalists ~~candidates~~.

15. CLOSING THE SEARCH

15.1. At the conclusion of a search, all search records shall be collected, organized, and ~~boxed~~ archived by the staff support in consultation with the search committee chair.

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15.2. The search committee chair or staff support shall transfer the search records to the Diversity Office (or equivalent unit) for retention for three (3) years.

15.3. All records, deliberations, and consultations shall remain confidential.

15.4. The Manager of Employee and Organizational Development & Advancement (EODA) (or equivalent unit) receives the CV and cover letter of the applicant chosen for the position.

16. CHANGES IN EXISTING APPOINTMENTS

16.1. When, as a result of organizational changes, the position responsibilities of an administrator are altered significantly, the President may change the title of the

individual to correspond with the appropriate level of responsibility.

16.1.1. Such title changes shall not be construed as a "new position" requiring a search.

16.1.2. However, the President shall consult with the Executive Committee of the Academic Senate prior to making such title changes.

16.2. When, as a result of organizational changes, the position responsibilities of two or more administrators are consolidated into a single position, the President may appoint one of these administrators to fill the consolidated position with an appropriate title that corresponds with the new level of responsibility.

16.2.1. Such a reorganized position shall not be construed as a "new position" requiring a search.

16.3. However, the President shall consult with the Executive Committee of the Academic Senate prior to making such title changes.

17. EMERGENCY OR INTERIM APPOINTMENTS

17.1. A position may be filled on an emergency or interim basis by the President in the event of an unexpected or immediate change in personnel.

17.2. These circumstances often address confidential and sensitive personnel issues, the timing of the communication may be simultaneous to the change in duties, although the President will make every effort to consult with the Executive Committee of the Academic Senate in advance.

17.3. When an interim appointment is made to fill a vacated position that the incumbent is not expected to return to, the search process for a permanent replacement shall be initiated simultaneously, or as soon as possible, with the appointment of the interim personnel.

17.4. If there are compelling reasons that the search for permanent replacement must be delayed, the appointing officer and the Executive Committee of the Senate shall jointly agree on the need to delay the search.

17.4.1. If the appointing officer and the Executive Committee of the Academic Senate cannot reach an agreement, the President shall make the final decision and inform the Academic Senate.

17.5. In most cases, the interim appointment should not exceed one calendar year.

17.5.1. If there are compelling reasons to extend the appointment beyond one calendar year, the appointing officer and the Executive Committee of the Academic

Senate shall jointly agree on the need to extend the appointment.

17.5.2. If the appointing officer and the Executive Committee of the Academic Senate cannot reach an agreement, the President shall make the final decision and inform the Academic Senate and the campus community.