

DRAFT Policy on the Recruitment and Appointment of Tenured and Tenure-Track Faculty

SP 20-XX

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I. PURPOSE

5 The purpose of this policy is to insure a transparent, fair, equitable, inclusive, and faculty-driven process of hiring individuals into the tenure-line faculty of the university. The policy aims to be clear about who is involved in the process, what agency and accountability they have in the process, how decisions are made, and how the process is documented, reviewed and shared.

This policy codifies the foundational processes and practices that are expanded upon in the Faculty Hiring Handbook that is maintained by the Faculty Affairs Office. The Handbook shall contain examples of best practices in hiring processes and plans.

II. BACKGROUND

10 This policy codifies practices for all participants in the tenure-line hiring process to ensure greater diversity, equity, and inclusion in service of the University mission.

15 The goal in hiring is to identify and recruit the best faculty for the university's academic programs. This superlative reflects qualities of teaching excellence; potential in research, scholarship, or creative activity, area of specialization; and the candidate's ability to serve the university's diversity, equity, and inclusion needs relative to the institution's goals.

20 Recruiting candidates with these qualities requires the work of many groups. This policy puts significant weight on written plans that are created by a hiring department, shared with other internal stakeholders, and jointly approved by a dean, the AVP of Faculty Affairs, and the Chair of the Senate Committee on Equity and Anti-Racism or their designees. Relying on plans allows for searches to be documented, transparent, and improved for the future. Plans also give a department the flexibility to structure a search to meet unique and varied needs; they allow departments to propose individual, stand-alone searches (*i.e.*, a traditional search in academia) or a search conducted in parallel with (*i.e.*, a group search like those CI used to conduct) or jointly with other departments (*i.e.*, a cluster hire). Though this policy proscribes many elements a search must have, it leaves great flexibility in others.

25 This policy takes as a bedrock principle that a search cannot be successful if the process does not account for how the hiring department will support and retain a new faculty member. Though it is beyond the scope of this policy, it is critically important to the health of the institution that

there be a caring and thoughtful process for bringing new faculty into the university community.
30 This starts by treating all applicants, candidates, and finalists equitably and with respect. Another bedrock principle of this policy is that the necessary expertise for appropriate assessments, authority, and clarity of purpose rest with the faculty. Absent evidence to the contrary, administration should accept and follow the hiring recommendations of the departmental search committee.

35 III. ACCOUNTABILITY

All participants at every level in the tenure-line hiring process, including faculty and administrators, must adhere to this policy to ensure an equitable and inclusive hiring process that serves the University's mission.

IV. APPLICABILITY

40 This policy applies to the hiring of all tenure-line faculty and librarians into the Division of Academic Affairs. Tenure-line faculty may not be hired into any other division of the University or any of its auxiliaries (*e.g.*, University Extension).

V. DEFINITIONS

For the purpose of this policy, the following terms are used as follows:

45 **Applicants** are individuals who have submitted all materials requested in response to a call for applicants for an open tenure-line appointment.

Candidates are applicants whose application materials provide evidence that they meet the minimum qualifications for the position as described in a position description of an open tenure-line appointment.

50 **Department Chair** shall include the Chair of the hiring department or the individual designated to act in that role for a search.

Diversity is the manifestation of the way CSU Channel Islands values differences and intersectional identities, including abilities (physical and mental), age, citizenship status, culture, First Nations (federal, state, and tribal recognition), gender identity and expression, nationality,
55 marital status, medical condition, neurological differences, race/ethnicity (color, ancestry, indigeneity), religious/spiritual identity, sexual identity, sexual orientation, veteran or military status, and diverse characteristics that make individuals in our community unique.

Equity is defined as fairness, access, opportunity and advancement for students, faculty and staff. Improving equity involves increasing justice and fairness within the procedures and
60 processes of institutions or systems, as well as in the distribution of resources.

Equity Advocates (EA) are members of the faculty who have completed training specified by the Faculty Affairs Office and approved by the Senate Faculty Affairs Committee. The Faculty

Affairs Office will maintain a list of certified EAs, will provide training for new EAs, and will provide continuing education for existing EAs.

65 **Finalists** are candidates whom the DSC has determined merit an on-campus interview for an open tenure-line appointment.

Inclusion, or inclusive excellence, is defined as collective values, engagement, and practices that support equity, diversity, and inclusion among students, staff, faculty, administrators, alumni and the community.

70 **Restricted materials** are those search materials in an applicant's application file that shall not be reviewed by individuals outside those elected to or appointed to the hiring process. These materials include transcripts; letters of recommendation; reference checks; scholarly or creative samples including unpublished or proprietary research, data sets, inventions that the candidate requests remain confidential; other materials protected by law or policy. Restricted materials shall be made available to the provost, dean, department chair, and all members of the DSC.

75 **Semifinalists** are candidates whom the DSC has determined merit a remote interview for an open tenure-line appointment.

A **tenure-line faculty member** is a member of the faculty who is tenure-line.

80 **Unrestricted materials** are those materials in an applicant's application file that are confidential but may be reviewed by those who want to provide input into the semifinalists or finalists. These materials include the application letter (cover letter); CV; scholarly or creative samples that are not confidential; teaching, scholarship, and diversity statements; other materials allowed by the DSC and not protected by law or policy.

VI. Hiring in a Context of Long-Term Planning

85 Hiring individuals into the University's tenured faculty directly serves ends that include replacing losses through attrition, increasing tenure density, enhancing the diversity of the faculty, adding new programs, and adding new expertise to existing programs. Hiring has immediate and long-term effects on the University, so deciding when to hire and for what expertise to hire should occur in the context of continual, integrated long-term institutional planning at the departmental, school, and divisional levels.

A. Long-Term Departmental Hiring Plans

95 The chair of each department, in consultation with department tenure-line faculty and the Faculty Affairs Office shall develop and maintain a three-year and a ten-year departmental plan for growth and improvement that include plans for hiring. These plans shall be informed by program review recommendations, demonstrated student demand, major-specific needs (*e.g.*, scientific developments, industry demands), anticipated departures of tenure-line faculty, and any other factors relevant to the department. These plans should include demographics of faculty and staff in the department along with demographics of the discipline more broadly.

100 The chair of each department shall also maintain retention plans for new faculty. Retention plans shall address how the department uses best practices for successful long-term retention of new faculty.

Copies of the active departmental plans shall be kept on file with the dean.

B. Long-term School Hiring Plans

105 The dean of each school, in consultation with the department chairs and the Faculty Affairs Office, shall develop and maintain a three-year and a ten-year growth and improvement plan for the school that is based on departmental plans and includes hiring priorities for the school.

C. Long-term Divisional Hiring Plans

110 The provost and the deans of each school, in consultation with the department chairs, the Senate Committee on Anti-racism and Equity, the Senate's Academic Programs and Planning Committee, and the Faculty Affairs Office, shall develop and maintain three-year and ten-year hiring plans for the university. These plans may include cluster hiring. These plans shall articulate benchmarks at the school, department, and major level in expected growth in FTEs; diversity, equity, and inclusion goals to afford our students robust opportunities for multicultural and international perspectives; improvement of tenure density; and anticipated departure rate of tenure-line faculty, and will be updated and revised yearly in August.

D. Two-Year Faculty Hiring Timeline

The cycle that culminates in the new appointment to the tenure-line faculty starts two academic years prior to the appointment.

120 By September of the first academic year, the deans shall communicate to their department chairs the current divisional and school hiring plans, including benchmarks, for their review. Chairs will have no fewer than 30 days to update departmental faculty hiring plans that are on file in the dean's office.

125 By January of the first academic year, the deans shall communicate to the chairs the updated School hiring plans, soliciting requests for hiring from all programs whose plans include a new hire within two years. Proposals from departments shall be due to the dean not earlier than 30 days from the date of communication of the revised hiring plans. Department chairs may submit a joint proposal for a cluster hire.

130 The department's proposal should describe the position(s) to be hired, indicate the proposed rank if one is to be specified, and justify the need for the hire. The proposals should also describe the demographics of the department's faculty and the demographics of the likely applicant pool.

No later than the first week in April of the first academic year, the deans shall announce which departments are granted conditional permission to start the hiring process. This permission may be conditional on budget and shall be conditional on the department's ability to follow this policy.

135 Once chairs have conditional permission from the dean to start the hiring process, they may assemble a Departmental Search Committee and begin carrying out the planning process detailed in the next section.

VII. Hiring and Retention: Planning and Processes

140 Forethought and planning are essential to a successful and equitable recruitment, hiring, and retention process, defined as one that not only attracts and retains a diverse body of teacher-scholars of the highest caliber, but that does so in an atmosphere of mutual respect and trust and in a manner that makes best use of the university’s limited financial and human resources (*i.e.*, the labor of faculty and departmental support staff). Timeframes for decisions should allow sufficient time for consultation with stakeholders and should allow parties to come to consensus on decisions, where possible.

Note: Two adjustments are to be understood in the cases of cluster hiring or hiring faculty for a new program that does not currently have any faculty.

1. Cluster hiring carried out by a collection of departments is included in this section by the substitution of “chairs” for “chair” and “departments” for “department” wherever necessary.
- 150 2. The Provost shall recruit faculty to form committees to support the formation of any new program being activated through a hire, and the provost shall designate a DSC chair. Additional faculty may be asked or volunteer to serve in the capacity of department faculty.

155 A. Selection of the Department Search Committee

The Department Search Committee (DSC) is composed of 5 or 7 tenure-line faculty. This includes the faculty Equity Advocates (EA) who is external to the department and at least one additional faculty member external to the department. The EA will be selected by the AVP for Faculty Affairs with the approval of the dean, choosing an EA from an allied discipline when possible.

160 The committee members internal to the department will be elected by the tenure-line faculty from the tenure-line faculty members of the home department or, in the event that not enough tenure-line faculty are available in the department or there is a specific relevance (*e.g.*, joint appointment, expectation to teach in an interdisciplinary minor), from a related academic program. All members of the DSC must successfully complete training provided by Faculty Affairs before any member of the DSC is allowed to view applicant information.

165 At least three members of the DSC must be tenured for the purpose of reviewing applications and seeking recommendations. Faculty in FERP or on leave may serve on the DSC if they are willing and able to serve voluntarily throughout the recruitment and hiring process; however, the DSC may not be composed of a majority of faculty who are participating in FERP.

No faculty member shall serve on more than two DSCs in the same academic year. To ensure faculty availability, it is recommended that departments elect their DSC members as soon after the hire is conditionally approved as is practicable.

175 Once departments elect their DSC members and EAs are assigned, the Faculty Affairs Office will identify all tenure-line faculty willing to serve and not yet assigned to two DSCs and shall make the list available upon request. Departments needing additional faculty for a DSC shall identify who is willing to serve on their DSC as an external faculty member. External DSC members shall be chosen by the departmental tenure-line faculty as a whole through a transparent anonymous voting process.

180 Noting that the DSC's EA may not serve as Chair, the DSC shall elect a chair from its membership.

B. Search Plan and Retention Plans

Each DSC Chair with a conditionally approved hire shall submit a Search Plan and a Retention Plan to the appropriate dean in or before September of the year in which the search is to occur.

185 *1. The Search Plan*

The Search Plan must include the following sections.

a) Inclusive and Equitable Search Process

The Search Plan describes how the DSC will evaluate applications and identify finalists for the position in an equitable and inclusive manner.

190 The Search Plan shall include strategies to ensure that the voices of all search committee members, especially junior faculty and/or members of populations historically marginalized in academia, are heard and considered fully and that they feel protected from adverse consequences if their opinion differs from others. The search plan shall specify how students, staff, and other program faculty will have an opportunity to influence the search process. The plan should also
195 describe how the DSC will work to reach consensus and how they will make decisions when there is not consensus (*e.g.*, voting).

b) Position Description

200 The Search Plan shall include a position description that identifies the key characteristics of the position and the qualifications of strong candidates. This position description should be an extension of the position criteria in department's initial proposal for a new hire. The position description shall include a position-specific language for the position announcement that includes minimum qualifications and preferred qualifications. The Search Plan shall include a criterion focused on an applicant's demonstrated commitment to, past evidence of, and future plans for creating equitable opportunities for learning and mentoring especially for students from
205 historically marginalized populations. After listing and briefly describing the position criteria, the Search Plan shall list and briefly discuss the materials (*i.e.*, the evidence) that will be requested in order to assess applicants according to these criteria.

c) Plan for Active Recruiting

210 The Search Plan shall detail the strategies the search committee will employ to recruit and attract
the a diverse applicant pool. The plan will include a list of specialized venues to advertise,
including timeframe and cost for these venues. This list shall include discipline-specific generic
venues as well as those specialized venues chosen to maximize the possibility of building a
diverse candidate pool. The Faculty Affairs Office will provide budget to support a reasonable
advertising strategy (*e.g.*, relative to past documented advertising strategies). The Search Plan
215 shall also include faculty outreach efforts to attract the widest possible range of applicants to the
position.

The Search Plan shall include data on the national diversity of graduates in the discipline and in
the subfield being sought along with a projection of the diversity expected in the applicant pool
for this position.

220 *d) Screening Plans*

The Search Plan shall establish processes for screening applicants at each stage of the hiring
process. The plan shall provide responses to the following questions concerning each stage of
screening.

(1) Evaluating the Applicant Pool

225 What criteria will be used to evaluate the diversity of the applicant pool?

(2) Screening for Applicants

How will the DSC regard incomplete applications when the published date to review arrives?
Will the DSC encourage all those with incomplete applications to complete them? Will the DSC
include newly complete applications as they are completed? When will the DSC stop
230 considering new applications? What criteria will be used to evaluate the diversity of the pool of
applicants?

(3) Screening for Candidates

How will the DSC review the applicants' files? How many members will read each file? How
will members of the DSC document that an applicant meets the minimum requirements for the
235 position? How will members of the DSC document that a candidate meets one or more preferred
requirements for the position? What criteria will be used to evaluate the diversity of the pool of
candidates? Will candidates be asked to provide additional evidence?

(4) Identifying Semifinalists

240 What process will the DSC use to identify semifinalists? Will semifinalists be asked to provide
additional evidence to the DSC for review?

(5) Interviewing Semifinalists

How shall remote interviews be conducted? What will determine whether reference checks will
be conducted? Who will conduct reference checks and how will they be conducted (*e.g.*, what
questions will be asked, how will the conversation be documented)?

245 Note that any reference check must be conducted together by at least two members of the DSC. Notes from reference checks should be shared with the DSC Chair.

(6) Selection of Finalists

250 What process will the DSC use to identify finalists? Will semifinalists be asked to provide additional materials? How will DSC determine how the campus interview should be planned to account for candidate special needs or interests?

(7) Interviewing Finalists

255 How shall on-campus interviews be conducted? Who will conduct reference checks and how will they be conducted (*e.g.*, what questions will be asked, how will the conversation be documented)? Questions about the campus visited are addressed below (Section VII.D.1.e and Section IX).

Note that any reference check must be conducted together by at least two members of the DSC. Notes from reference checks should be shared with the DSC Chair.

(8) Selection of Acceptable Potential Hires

260 What process will the DSC use to identify and potentially rank acceptable potential hires? How will input from other program faculty, faculty outside the program, students, and others who interacted with the finalist(s) be solicited, collected, and considered?

e) Campus Visits by Finalists

The Search Plan shall also contain an acknowledgement of the requirements for the Campus Visits by Finalists as detailed in this Section IX of this policy.

265 *f) Search Timeline*

The Search Plan shall identify target dates for every stage of the search, including

- Date(s) for posting the position announcement(s);
- Date by which DSC members will complete DSC training from the Faculty Affairs office
- Date that application review will start;
- 270 • Dates for selecting semi-finalist candidates and dates of semi-finalist interviews;
- Date for search committee meeting(s) to plan on-campus visits;
- Dates for selecting finalists;
- Potential dates for on-campus visits (in coordination with the dean's office and with the administrative assistant supporting the search);
- 275 • Dates for search committee deliberation of the finalists;
- Date for bringing the committee's recommendation to the Dean.

Understanding that such dates are subject to change for reasons largely outside the control of the DSC, the DSC Chair will be responsible for updating target dates, justifying the changes, and sharing the updated calendar with the DSC, department chair, and dean.

280 *2. The Retention Plan*

The Retention Plan shall detail ways the school and department will work with the new hire prior to appointment, and during their probationary period to help them adjust to the University, find their place in the department, and start a long career at the University.

285 Specifically, the Retention Plan shall detail steps that will be taken by both the dean during the negotiation period and by the program faculty and staff prior to the successful candidate's hire date, during the new colleague's first two years, and during the new colleague's entire probationary period to provide the successful candidate every opportunity to craft an intellectually and personally satisfying career at the University. The Retention Plan should start with a commitment to have acceptable working conditions ready for the new faculty member
290 when they arrive (*i.e.*, permanent office space, computer, keys, building access, network account, email address, parking permit, teaching assignment with syllabi and textbooks). The Retention Plan should include a list of courses the candidate will likely teach in their first two years, as well as a recommended timeline for a new hire to propose new courses as desired. The Retention Plan should include minimum parameters for a start-up package in the Department.

295 The retention plan should be sufficiently flexible to accommodate the needs and desires of a broad swath of possible successful candidates, yet specific enough that the dean and the program faculty and staff are committed to actions that will support the potential new colleague in meaningful ways. The Retention Plan should be updated once a search is successfully completed, tailoring it to the individual hired to ensure that the program provides them a welcoming and
300 supportive environment.

3. Approval of Search and Retention Plans

After the DSC writes and approves their Search and Retention Plans, the DSC Chair distributes them for review and approval. These plans will be reviewed by the AVP for Faculty Affairs, the appropriate dean, and the Chair of the Senate Committee on Anti-racism and Equity. Search and
305 retention plans may be returned to the department for revision and resubmission, as needed.

The DSC must adhere to the details in their approved search and retention plans. Requests to deviate must be made in writing to the dean who will review and seek the approval of the AVP of Faculty Affairs and the Chair of the Senate Committee on Anti-racism and Equity.

VIII. Carrying Out the Hiring Processes

310 All those engaged in hiring processes are expected to follow all aspects of the Search Plan and the relevant aspects of the Retention Plan. Deviations from plans must be approved in advance by the dean, the AVP for Faculty Affairs, and the Chair of the Senate Anti-racism and Equity Committee. Deviations without approval may result in a search being canceled.

A. Screening Processes

315 The criteria for screening and the inclusive processes spelled out in the Search Plan are to be used throughout the screening process. In addition, the following process shall be implemented.

1. Approval of the Applicant Pool

The applicant pool shall be monitored by the DSC Chair and the EA, with the number of applicants and measurements of diversity tracked and reported to the DSC regularly.

- 320 One week prior to the date for application review, the DSC Chair and EA review the applicant pool and report to the dean with a recommendation for whether the review should begin, the search should be extended, or the search should be canceled. This recommendation shall be justified with reference to the baseline data in the department's Search Plan regarding the diversity of graduates in the discipline and in the subfield.
- 325 By the date specified in the job position for application review to begin, the dean shall provide written approval for the screening to begin, a recommendation that the search be extended, or a recommendation that the search be cancelled. The dean's decision may be appealed as specified in Appeal Procedures (Section X), with decisions on the appeal in this situation to be made within one week of receipt of the appeal.

2. Screening for Applicants

- 330 One week before the date specified in the job posting for application review to begin, the DSC chair and EA assess the pool to determine the need to encourage any applicants to complete their application. If the DSC wants to encourage individuals to complete their application, a message to that effect should go out to everyone with an incomplete application, and a deadline should be
- 335 set for the completion of applications; those applicants who do not meet that deadline should be removed from the pool. Data about those applicants encouraged to complete their applications and data about those applicants dropped from the pool for incomplete applications should be recorded for later reporting.

3. Screening for Candidates

- 340 The DSC shall use the processes in its approved Search Plan to determining which applicants meet the qualifications of candidacy for the open position.

345 Applicants who do not meet the minimum requirements for the position will be contacted, thanked for their application, and notified that they are no longer in competition for the position. Faculty Affairs staff will carry out this communication. The DSC may provide a template email for Faculty Affairs to use in contacting these applicants.

If there are more than three (or a greater number specified in the Search Plan) candidates who meet the minimum requirements for the position and possess some or all of the required qualifications, the DSC may submit those candidates to the dean as semifinalists for the position.

4. Interviewing Semifinalists

- 350 The DSC shall conduct remote interviews with semifinalists, as specified in the approved Search Plan, to determine who may be invited to campus for an on-campus interview. In order to gain further insights into a semifinalist's qualifications, and under the direction of the DSC Chair, DSC members may conduct reference checks with individuals who have been listed by the

355 semifinalist as references. In any conversation conducted with a reference, at least two members of the DSC shall participate.

5. Selection of Finalists

When the DSC has concluded the screening of semifinalists, it shall, in conjunction with the Department Chair, identify finalists to be invited to campus for interviews. All faculty (probationary, tenured, full-time lecturer, and part-time lecturer) in the department shall be given the opportunity to review in confidence unrestricted candidate materials and to provide written input on the candidates. Unrestricted material includes CV, cover letter, and narrative statements provided in the application package. Written input may include an email to or a conversation with the DSC chair or the Equity Advocate. No anonymous feedback will be considered by the DSC, though any individual may opt to share feedback in confidence with the EA or DSC Chair by sharing it with them in person. The EA or DSC Chair will record that feedback without attaching a name.

The DSC Chair will share gathered input as specified above, including input shared in confidence, with the DSC along with reports from reference checks. The DSC shall use the information they have gathered from the screenings and information gathering processes to select finalists to invite to campus from the list of semifinalists. The DSC Chair submits an unranked list of finalists to the dean, who forwards the list to the Provost and AVP of Faculty Affairs.

Once the dean acknowledges receipt of the unranked list of finalists, the DSC will work with the Faculty Affairs Office to make arrangements for campus visits of finalists.

IX. Campus Visits by Finalists

375 The campus visit represents a particularly critical step in the hiring process. It is the most intensive and interactive step which allows members of search committees, program faculty, and the campus community to assess candidates' potential as a teacher, scholar, and colleague, as well as their professional values and commitments and how they align with the University's collective values and commitments. It is also the step that leaves the deepest and most lasting impression upon candidates, and which communicates to them whether our campus will be a good professional home for them. Visits also leave a deep impression on the candidates who are not hired. They will go on to share descriptions of their campus experience with colleagues, influencing the external reputation of and potential interest in our campus in the future. For these reasons, it is imperative that the on-campus visit clearly integrates and communicates collective values and commitments to equity and inclusion; to academic excellence; to mission pillars; to campus community; and others.

Prior to their campus visits, finalists should be provided with general information about campus, information about campus values and the University mission, information about the hiring program and department and their goals, along with a schedule for their visit.

390 Finalists shall visit campus for at least a full day or at least two partial days. The following elements are required aspects of the campus visit:

1. A formal presentation on their research, scholarship, or creative activity suitable for an audience that includes faculty members, undergraduate students, and graduate students
- 395 2. A teaching demonstration that may occur as part of a faculty member's class or may be a faux teaching presentation with students present
3. Genuine interaction with students outside of a presentation setting
4. Genuine interaction with members of the faculty outside the hiring program and department who have professional interests in common with the candidate
- 400 5. Opportunities for meetings that
 - a. Highlight campus initiatives and programs designed to support and develop faculty both as teachers and as scholars
 - b. Allow for exposure to or engagement with the four campus mission pillars in a way that will both communicate campus commitments and elicit candidates' own strengths and commitments vis-à-vis specific mission pillars.
 - 405 c. Share support for extra-professional needs, including (but not limited to) support for family commitments, physical and mental health, living in the region, and campus/regional recreational opportunities.
 - d. Discuss campus support for research and expectations for start-up packages
 - 410 e. Emphasize programs designed to promote academic excellence in our context, most notably by our deepening focus on undergraduate research and by the inclusion of high-impact practices incorporated at CSUCI
 - f. Familiarize candidates with the specific needs of our students and initiatives designed to promote their success and development – both academically and beyond.
- 415 6. times to connect (via meals, meetings, participation in presentations, etc.) with members of program faculty, staff, student, and/or community groups representing historically underrepresented groups on campus – as well as formal opportunities for those groups to provide feedback on candidates.
- 420 7. Significant student participation (generally from within the major) in elements of the campus visit, as well as a formal means by which to elicit student feedback on candidates.
8. Intentional cultivation of significant and strategic interactions with colleagues outside of the hiring program with formal opportunities to provide formal feedback on relevant assessments.
- 425 Every finalist should have a pleasant and comfortable visit in which they are treated like the valued guest they are. The DSC should ensure that any special needs a finalist has are met, that all local meals with the finalist are hosted, that all travel arrangements to and from campus are communicated in advance, and that the finalist has a way to have questions or concerns heard quickly and addressed.
- 430 Members of the DSC will solicit feedback on the finalists from all individuals who interact with the finalist during their visit to campus. That feedback will be collated and reported to the DSC Chair by the Faculty Affairs Office on the first business day after the last finalist leaves campus after their visit.

A. Recommendations for Hiring

435 The DSC shall meet after all finalists have visited to agree on a ranked list of acceptable hires to be submitted to the dean. In the recommendation, the DSC shall list strengths and weaknesses of each finalist, shall determine which finalists are acceptable, and may rank the candidates in the order they should be offered the position being filled. This full recommendation to the dean must be supported by a majority vote of the DSC before being sent to the dean.

440 If the DSC recommends hiring a finalist with service credit, the recommendation must include written support for that recommendation from the tenured faculty or the department's personnel committee. Similarly, if the DSC recommends hiring a finalist with tenure, the recommendation must include written support for that recommendation from the tenured faculty or the department's personnel committee.

445 The dean shall review the ranked list of acceptable hires. The department chair and the DSC Chair may consult with the dean on the list of acceptable hires. The department chair and DSC Chair may make suggestions to the dean about the terms of the offer, yet any offer will be communicated to the finalist(s) by the dean.

450 If the dean's ranking of acceptable hires differs from the DSC's ranking, the dean must submit a justification of that deviation in writing to the DSC Chair. If, after review, the DSC disagrees with the dean, the DSC may then submit a rebuttal to that justification. If the dean and DSC cannot come to consensus on an ordering of the finalists, either the dean or DSC Chair can ask for a review by the AVP for Faculty Affairs who will help the dean and DSC Chair reach consensus. If this group cannot reach consensus, they may employ appeal processes described in Section X.

455 When the dean and DSC agree on the ranking of the finalists, the search-related work of the DSC is complete and the department chair will coordinate with the dean on appointing a successful finalist to the position. The DSC may now draft its after-search report (see Section IX.C, below).

B. Appointment Process

460 Once the ranked list of successful finalists has been transmitted to and accepted by the dean, the dean shall forward the required documents to the Faculty Affairs Office and the provost. With the approval of the provost, the dean may begin the process of making an appointment offer.

465 The appointment offer should be made within one week after the DSC has submitted its ranked list of successful finalists and all required documents. The first ranked successful finalist shall be notified of the offer of appointment and given a specific date to respond, at which time the offer may be withdrawn by the dean and the position offered to the next ranked successful finalist.

In a timely fashion, the department chair shall notify all applicants concerning the outcome of search process. Notification should be given as soon as possible.

C. After-search Report

470 When the DSC has concluded its work, the DSC Chair will draft a report on the hiring process. When approved by the DSC, the report will be submitted to the Department Chair, the dean, the AVP of Faculty Affairs, the Chair of the Faculty Affairs Committee, and the Chair of the Senate Committee on Anti-Racism and Equity. The report shall include the following:

- planned and actual search timelines,
- 475 • demographic description of tenure-line faculty and national pool of applicants, the actual applicant pool (pre-applicant, applicant, candidate, semi-finalists) with reflection on how well the recruitment plan worked,
- final approved Search Plan and Retention Plan with documents of changes requested and approved with a reflection on how well Plans worked, and
- 480 • any reflection on which aspects of the search process worked well and which merit review or reconsideration.

The report should not include any personally identifying information of individuals who applied for the position. The Senate committees shall review the reports and recommend to the Senate Chair how policy or procedure (including the Faculty Hiring Handbook) should be changed.

485 The AVP for Faculty Affairs shall review the reports and recommend to the Senate Faculty Affairs Committee changes to the Faculty Hiring Handbook.

When the DSC has approved the DSC Chair's report, all members should turn over any and all search records (*e.g.*, copies of applicant materials, notes from meetings or interviews) to the DSC Chair, who will transfer them to Human Resources in accordance with the campus records

490 retention policy.

D. Smooth Transition and Onboarding

The staff in the dean's office shall provide guidance to and work with department staff to ensure that the new hire's transition to the University is seamless. In addition to actions described in the DSC's Retention Plan, this work shall include logistical matters such as office assignment, key

495 and keycode access, creation of a network account and password and email address, procurement of computer and other equipment, and ordering textbooks and providing extant syllabi for classes the new hire will be teaching.

E. Revocability

500 Failure of a search committee or of any individual member of a search committee to comply with any aspect of the approved Search Plan may result in cancellation of that year's search.

X. Appeal Procedures

Each step in the hiring process is carried out according to a plan that the DSC and administration has approved in advance. Front-loading communication and decision making facilitates the smooth flow of the hiring process. In the unlikely event that parties disagree on plans or

505 decisions, parties may appeal for assistance from a third party to help resolve the disagreement.

510 In the case that one or more members of the DSC object to the decision of the DSC or to the DSC Chair regarding the designation of candidates, semi-finalists, finalists, and successful finalists, and said objection cannot be resolved to the satisfaction of the involved parties, the department chair shall convene a meeting to resolve the matter or determine a further course of action. The meeting shall be facilitated by an EA who is neither faculty in the department nor on the DSC, and shall include all members of the DSC and the Chair. All persons involved shall have access to restricted candidate materials, as relevant to the matter under dispute.

515 In the case that the DSC objects to the decision of the department chair (or vice versa) regarding the designation of candidates, semi-finalists, finalists, and successful finalists, and said objection cannot be resolved to the satisfaction of the involved parties, the dean shall convene a meeting to resolve the matter or determine a further course of action. The meeting shall be facilitated by an EA who is neither faculty in the department nor on the DSC, and shall include all members of the DSC, the Department Chair, and the Dean. All persons involved shall have access to restricted candidate materials, as relevant to the matter under dispute.

520 In the case that the DSC shall object to the decision of the dean (or vice versa) regarding the designation of candidates, semifinalists, finalists, and successful finalists or the decision to cancel, postpone, or extend a search, and said objection cannot be resolved to the satisfaction of the involved parties, the provost shall convene a meeting to resolve the matter or determine a further course of action. The meeting shall be facilitated by the Ombuds, and shall include the DSC Chair, the EA serving on the DSC, a third DSC member (chosen by the remaining DSC members), the department chair, the dean, and a member of the Senate Committee on Anti-racism and Equity. All persons involved shall have access to restricted candidate materials, as relevant to the matter under dispute.

530 In the case that a member of the DSC, a department chair, a dean, or a third party shall become aware of irregularities in the search process, these concerns shall be communicated in a confidential manner to the DSC Chair, a department chair, a dean, the AVP for Faculty Affairs, the provost, the president, or any other member of the University who can help start an inquiry into the concern.