SDSU | San Diego State University

TENURE-TRACK FACULTY HIRING HANDBOOK 2023/24
New & updated information for 23/24 highlighted in red

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SEARCH PROCESS: START TO FINISH

		Task	Additional Information
HIRING PROPOSAL AND ALLOCATION (Spring – Summer)			
1		*Departments and schools complete Request for New Tenure-Track Position Form, to be reviewed and ranked by Dean, then forwarded via the Vice Provost to the Academic Senate Tenure-Track Planning Committee. Committee recommends hire allocations to the Provost. Provost allocates hires and notifies Deans, who receive VPAA# from the Vice Provost via email and initiate search.* *BIE Reviewers identified: Senate DEI Committee and one additional faculty member reviewer named by CDO, plus AVPFASS and AVPFSD / CDO. FASS ensures that pre-identified BIE screeners have EEO officer status in Interfolio. Provost's Office provides expected "not to exceed" salary at time the position is authorized.	
SEARCH (Late Spring – Fall)			
2	Depts/Schools	Elect search committees of minimum three (3) tenured/tenure-track faculty members.	Committee members should have a record of achievement or currency in the search field, reflect SDSU's commitment to diversity, and have no conflicts of interest[1]. Temporary faculty, students, and staff may only serve in advisory or support roles and *cannot* be granted Interfolio access. Any changes to the search committee must be voted on by the department/school and referred to The Center for the Prevention of Harassment and Discrimination (CPHD) and Office of Faculty Advancement and Student Success (FASS).

[1] The Senate Policy File provides the following on *Faculty, Staff, and Student Conflict of Interest*:
"1.0 Faculty must avoid academic supervisory, teaching, or evaluative relationships with students, staff, or other faculty that pose significant conflicts of interest from the standpoint of personal or professional connections. Such connections might include married couples, domestic partners or other affectional liaisons, supervisor/employee relationships, or parent/child relationships. The appearance of conflict of interest should be avoided; the department chair [or school director] should be consulted if questions arise.... . . Any exceptions should be approved and monitored by the chair or director of the faculty member's unit, unless the chair [or director] is involved; in case of involvement, the chair [or director] must refer the decision to the dean. If the dean is involved, the exception decision must be referred to the Associate Vice President for Faculty Advancement and Student Success." Faculty serving on search committees bear responsibility for identifying and disclosing to their colleagues any such conflicts, including significant professional relationships (collaborator, mentor-mentee, co-investigator, co-author, etc.); conflict management strategies (eg., recusal from evaluation of particular candidates, etc.) can be developed with the support of the chair

[or director], Dean, or AVP FASS.			
3	Dept/School Search Committee	Complete Campus Diversity's foundational implicit bias training **and** view the video on *Diversity, Equity and Inclusion in Faculty Searches* for the current year. Committee must identify Faculty Inclusion Representative (IR) to be trained by Center for Inclusive Excellence.	See this page for updated information on training. Faculty should download transcripts of certificates of completion of required training from their CSULearn account to be submitted with search materials (step 4).
4	Dept/School Search Committee	Develop and provide to FASS (facultyadvancement@sdsu.edu): ● search criteria ● required application materials ● long and short job advertisements, including anticipated salary range (see sample in this guide) for all jobs posting after January 1, 2023 ● recruitment plan (including pool proportionality stats) ● search committee roster (including identifying the IR) and certificates of completion for required training Interfolio routes to Search Committee Chair via "Position Approval Step: Position Posting-Search Committee Chair" for review and approval.	*All advertisement and criteria documents must explicitly list BIE criteria and the stipulation that candidates meet two (2) of the eight (8). unless the College Diversity Plan requires three (3) or more criteria.* *All long advertisements must include the required language defined in the sample Interfolio advertisement here.* FASS uploads and advances to position approval steps. FASS will not assess for certificates of training completion.
5	Dean	Interfolio routes to Dean via "Position Approval Step: Position Posting–Dean" for review and approval. Dean inserts or validates the expected "not to exceed" salary range in the salary section of the advertisement.	Position creator will be notified **via Interfolio** if changes are required. If file is incomplete or requires edits, **Dean should communicate via Interfolio.** Use "send back" Interfolio message to indicate needed changes.
6	CPHD	Interfolio routes to CPHD via "Position Approval Step: Position	Position creator will be notified **via Interfolio** if

		Posting–CPHD" for review and approval.	changes are required. If file is incomplete or requires edits, CPHD should use "send back" Interfolio message to indicate needed changes. <u>If all materials except verification of diversity training are ready, job will post, but reviewers will not be added until diversity training verification by CPHD is complete.</u>
7	FASS	FASS publishes approved posting to Interfolio, *Inside Higher Ed*, *HERC*, CSU and SDSU HR websites, and others via Job Elephant. Generate Interfolio URL and enter search committee members.	All job ads will also automatically post to: *AsiansInHigherEd.com* *BlacksInHigherEd.com* *HispanicsInHigherEd.com* *DisabledInHigherEd.com* *RecruitMilitary.com*
8	Dept/School Search Committee	Learn Interfolio, if necessary.	See Faculty Search user guides. Interfolio Help Desk: help@interfolio.com; (877) 997-8807, Mon-Fri, 6 AM - 3 PM PST.
9	Dept/School Search Committee	Implement recruitment plan by posting advertisements to professional publications and networks, circulating "dear colleague" letters, and reaching out to potential candidates in the UC Chancellor's Postdoctoral Fellowship directory or CSU Doctoral Incentive Program.	See Active Recruitment Resources, CSU Chancellor's Doctoral Incentive Program and UC Chancellor's Postdoc Directory
10	Dept/School Search Committee	Create automated application acknowledgement in Interfolio.	See "Required Document" edit page (instructions on Step 4 of Interfolio Help Guide here)
11	Dept/School Search Committee	Screen applications via Interfolio. *If applicants have not completed or indicated acceptance of the background check authorization, the application*	Chair updates Interfolio position status to "Reviewing Applications," instructions here.

		cannot be considered. *If applicants are not rated using Interfolio's ranking system, certification of your search will be delayed.* Send rejection messages to candidates who do not meet the minimum criteria for the position, including 2/8 BIE criteria.	Search committee can verify background check authorization has been submitted by selecting the applicant and either scrolling down to the "Form" section or "Read" the application as a whole.
12	Dept/School Search Committee	**Finalize** "shortlist" of candidates to be invited for initial interview. **For search to proceed, chair must 1) update Interfolio applicant status for candidates selected to "Shortlist" instructions here and 2) position status to "Interviewing semifinalists," instructions here, 3) to expedite your shortlist approval, please use the notes field to indicate how each shortlist candidate meets the search criteria; and 4) email CPHD (cphd@sdsu.edu) to request shortlist review.** **(Proportionality worksheet no longer necessary at this stage.)**	SACD / CDO / CPHD / FA access logs to identify newly updated "shortlist" stage positions.
13	CPHD	Certify pool/approve "shortlist" after reviewing search records and notifies committee via email.	
14	Dept/School Search Committee	● Develop criteria-based interview questions to be asked consistently of each candidate. ● Conduct preliminary interviews. ● Identify finalists (minimum: 3) and email list to Dean. ● Complete and upload the BIE Finalist Candidate Form for each finalist (see instructions in next column). ● **For search to proceed, chair must 1) update Interfolio**	To upload BIE forms: Select the search from the Interfolio landing page. Open the "Position Actions" dropdown menu in the top right. Select "Edit Position". Select "6. Position Notes" from the numbered menu on right. Scroll to the bottom of the page and "Add File". Select "Update" to save the document.

		position status to "Interviewing Finalists" 2) successful candidates to "Finalist;" and 3) email facultydiversity@sdsu.edu and facultyadvancement@sdsu.edu to request BIE review.	You may not invite candidates until confirmed by BIE screeners (step 15).
15	FASS	Interfolio advances Finalists through two "BIE Confirmation" steps. Screeners verify that candidates meet 2/8 BIE criteria **in no more than three working days. If screeners disagree, AVPFASS and AVPFSD will review within one working day and approve or refer back to the department for clarification.** Note that search materials may not be available to committee members in Interfolio while the BIE review is in process.	Screeners log into applicant case, open the "Position Actions" dropdown menu in the top right. Select "Edit Position". Select "6. Internal Notes" from the numbered menu on right for BIE forms, add tag for "BIE approved 1" or "BIE not approved 1," select "Approve" to move applicant case to the next level. Next reviewer follows same steps, adding tag for "BIE Approved 2" or "BIE Not Approved 2," and selects "Approve and Close." Faculty and Staff Diversity will send email notification to committee when both BIE levels are approved.
16	Dept/School Search Committee	Check finalist references and verify degrees or licenses.	If the candidate is currently employed as a faculty member, you may ask referees if there are any outstanding concerns about their professional conduct, including conduct with students.
17	Dept/School Search Committee	Host campus interviews (including job talk, sample class teaching--if desired, opportunities to interact socially with colleagues and with a college diversity liaison, member of the college or department diversity council, or another representative	**Search committee chair updates Interfolio applicant status to "On-Campus Interview."** Campus practice for voting follows the CBA 12.22b: a

		from Faculty and Staff Diversity). Provide complete itineraries in advance and ask candidates to inform you of mobility, dietary, or other accommodations. Vote on recommended finalists, send written recommendations to the Dean, and upload recommendations to Interfolio.	simple majority of the committee membership present is needed for approval.
NEGOTIATION: *Please note–faculty members or search committee members may not engage in salary discussions or negotiation with the candidates. This is the sole responsibility of the Dean.*			
18	Dean	Submit Approval to Negotiate documents to Academic Affairs via AdobeSign. Full instructions are here. Include pool proportionality data, which any committee manager (e.g. search chair) can access within Interfolio.	Directions for accessing aggregate pool proportionality data is here.
19	Provost	Approve/deny request to negotiate.	If the first 3 approved candidates decline the offer, a new Approval to Negotiate Faculty Appointment Offer form must be prepared for the next set of candidates.
20	Dean	Negotiate. Include Employment Authorization Form with offer package. Candidates should return a signed form with an offer letter. Form should be forwarded to FASS if immigration assistance is required.	***If negotiations are unsuccessful*** – notify Academic Affairs-Resource Management. A new Approval to Negotiate Faculty Appointment Offer form must be prepared to begin negotiation with another finalist.
21	FASS	Upload Approval to Negotiate Faculty Appointment offer to Interfolio's Internal Notes section.	
COMPLETION			
22	Dept/School	Once offer of employment is	

	Search Committee	accepted, update Interfolio position status to "Position Closed" *(**do not select** "Close Position")* and applicant status for hire to "Hired." Send rejection letters to remaining candidates.	Sample rejection language.
23	Dean's Office	Prepare appointment letter in consultation with the Vice Provost. All appointment letters must be reviewed and approved by the VIce Provost. All conditions of employment must be in writing in the letter including those for chair / director appointments. For assistant professor hires, please include service credits or an acknowledgment of time on tenure-track at a previous institution if you have discussed and plan to extend encouragement to seek tenure before the end of the probationary period.	Use Sample Tenure-Track Appointment Letters. Include salary, course load, and other negotiated arrangements (moving expenses, start-up funding, etc.)All letters must include the following: "Conditions of appointment not herein specified are governed by the appropriate sections of the Collective Bargaining Agreement and the University Policy File, incorporated as a condition of this appointment. Only those agreements stipulated in this letter of offer and its indicated attachments are binding on the university."
24	Dean's Office	Send Tenure-Track Hiring Packet to Academic Affairs-Resource Management.	Contents: Official Offer Letter signed by Dean; second part of immigration form; C.V.; Copy of Approval to Negotiate Form
25	Dean's Office	After Academic Affairs-Resource Management approves the Tenure-Track Hiring Packet, send hire packet to new faculty.	Contents: Official Offer Letter; Employee Copy of Official Offer; FASS Welcome Letter; SDSU Faculty Handbook; SDSU Benefits Matrix; CalPERS Health Benefits
26	Dean's Office	Contact candidate to generate Red ID.	See suggested email language for Red ID.
27	Human Resources	Initiate the background check and I-9 verification of employment eligibility.	See *Background Checks and Offers* guide on FA website for

			detailed information.
28	FASS	Close and archive position in Interfolio. Send notification to HR to remove SDSU/CSU postings.	

SAMPLE RECRUITMENT PLAN

VPAA#:
Position description: Department / School: Chair / Director:
Search Committee Members:

POOL PROPORTIONALITY / SURVEY OF EARNED DOCTORATES DATA (REQUIRED)

Please use data compiled from the Survey of Earned Doctorates to calculate target pool proportions:

%URM: Latinx	%URM: Af-Am	%URM: Nat. Am.	%Asian-Am*	%White	%Other	%Not disclosed

% Men	%Women	%Other / non-binary	%Not disclosed	Other categories important to department / school:		

*Please note: The Survey of Earned Doctorates captures racial identification categories only for US citizens. Please transcribe into this space the SED data for "Asian." On voluntary self-reporting forms collected during the search process, candidates will have the option to identify as "Asian-American" or "Asian," and you will be asked to provide data for both categories on the "Approval to Negotiate" form.

ACTIVE RECRUITMENT EFFORTS

RECRUITMENT STRATEGY	ADDITIONAL INFORMATION	PLAN: WHO / WHEN / HOW
SDSU automatically posts to SDSU / CSU Websites, Interfolio, Inside Higher Education and HERC. All job ads will also automatically post to: - *AsiansInHigherEd.com* - *BlacksInHigherEd.com* - *HispanicsinHigherEd.com* - *DisabledInHigherEd.com* - *RecruitMilitary.com*		

Post ad to professional websites, bulletin boards, digital, and print publications for job posting including (check all that apply):	_Academic360.com _HigherEdJobs.com _Universityjobs.com _Women in Higher Education (www.wihe.com) _ Diverse: Issues in Higher Education _Hispanic Outlook in Higher Education _H-Net: Humanities and Social Sciences Online _Indian Country Today _Natl. Org. for the Prof. Advancement of Black Chem and Chemical Eng _Society for Advancement of Chicanos and Native Americans in Science	
Send "Dear Colleague" letters	See page 13.	
Outreach to individuals in UC Postdoc and CDIP directories	See page 13.	
Other active outreach measures, including conference networking		

SAMPLE SEARCH CRITERIA

Required Qualifications: .
1. Terminal degree in [field]
2. Expected start date [for chair / director / librarian / Professor hires]
3. Demonstration of past accomplishments and/or future plans in **at least two (2) or more of the following areas—or more as indicated in your College Diversity Plan:**
●   Is committed to engaging in service with underrepresented populations within the discipline
●   Has demonstrated knowledge of barriers for underrepresented students and faculty within the discipline
●   Has experience or has demonstrated commitment to teaching and mentoring underrepresented students
●   Has experience or has demonstrated commitment to integrating understanding of underrepresented populations and communities into research
●   Has experience in or has demonstrated commitment to extending knowledge of opportunities and challenges in achieving artistic/scholarly success to members of an underrepresented group
●   Has experience in or has demonstrated commitment to research that engages underrepresented communities
●   Has experience or demonstrated commitment to developing expertise in cross-cultural communication and collaboration
●   Has research interests that contribute to diversity and equal opportunity in higher education

*If the candidate does not meet the 2 (or more, if indicated in your College Diversity Plan) required qualifications above, **do not proceed further**. Applicants meeting the criteria above will then be reviewed based on the following criteria.*

Professional Growth [Identify specific attributes or qualifications here (for example)]:
●   Demonstrated expertise in [fields/methodologies/disciplines]
●   Record of publications, presentations, and/or funding in [fields/methodologies/disciplines]
●   Demonstrated proficiency in interdisciplinary and collaborative approaches to [field]
●   Potential for innovative and substantive contributions to the profession
●   Potential for securing extramural funding

Teaching [Identify specific attributes or qualifications here (for example)]:
●   College-level teaching experience in [field]
●   Preparation for teaching students from diverse cultural backgrounds
●   Demonstrated experience with relevant teaching technologies
●   Qualified to teach undergraduate- and graduate-level courses in [fields/subject matters]
●   Qualified to provide technological expertise in [field or methodology]
●   Demonstrated interest in working with interdisciplinary programs
●   Ability to direct advanced undergraduate and graduate student research

University and Community Service
[Identify specific attributes or qualifications here (for example)]:
●   Demonstrated interest in relevant service to the university, community, and profession
●   Engaged in service with underrepresented populations in higher education
●   Understanding of the mission and goals of the academic unit and SDSU

WRITING JOB POSTINGS

The Department of Labor requires that visa applicants submit job advertisements with their visa applications. To satisfy federal regulations, please remember the following:

- Candidates must meet mandatory requirements at the time of hire. If you specify a degree required for hire, please indicate the date the degree is expected to abide by this mandatory requirement. For Associate / Professor / Chair / Director / Librarian hires, it is required that the expected start date is indicated and applied as a mandatory requirement.
- Effective January 1, 2023, all job postings must include anticipated salary range. You may use the boilerplate language below.
- Avoid subjective descriptors in requirements that would be contested by the Department of Labor. For example, seek evidence of "teaching experience" rather than "teaching excellence."
- Advertisements must run in one national professional journal – electronic or print – for at least 30 days. SDSU publishes to Inside Higher Education, which fulfills this requirement.

SAMPLE LONG ADVERTISEMENT/INTERFOLIO POSTING

San Diego State University School of Nursing (SON) seeks to hire a tenure-track faculty member (Associate Professor or Professor rank) with expertise as an Adult Gerontological Nurse Practitioner, to begin Fall 2023. Applicants must hold an earned doctorate [PhD] in nursing or in a related field with a Master's in adult gerontologic nursing as a nurse practitioner, be eligible for or currently licensed to practice nursing in California, and be certified as an Adult Nurse Practitioner. The successful candidate will possess strong research interest and capability as evidenced by an appropriate history of or potential for research and publication in top-tier refereed journals. Teaching experience at the undergraduate and graduate levels is preferred, as well as demonstrated capacity to lead the Adult Gerontological Nurse Practitioner Program. Please apply by September 30, 2023.

The School of Nursing offers the generic baccalaureate RN, BSN, and Master's degrees, as well as graduate concentrations in Advanced Practice Nursing of Adults and Elderly (NP/CNS), Nursing Leadership in Health Care Systems, and Nurse-Midwifery/ Women's Health Care Nurse Practitioner. See our website at http://nursing.sdsu.edu for more information.

Apply via Interfolio at [Interfolio URL]. Candidates should submit [list required application materials e.g., cover letter, curriculum vitae, diversity statement, and names and contact information of three (3) references.]

[REQUIRED LANGUAGE FOLLOWS:] We are seeking applicants with demonstrated experience in and/or commitment to teaching and working effectively with individuals from diverse backgrounds and members of underrepresented groups. Candidates must satisfy two or more of the eight Building on Inclusive Excellence (BIE) criteria. Candidates that meet BIE criteria: (a) are committed to engaging in service with underrepresented populations within the discipline, (b) have demonstrated knowledge of barriers for underrepresented students and faculty within the discipline, (c) have experience or have demonstrated commitment to teaching and mentoring underrepresented students, (d) have experience or have demonstrated commitment to integrating understanding of underrepresented populations and communities into research, (e) have experience in or have demonstrated commitment to extending knowledge of opportunities and challenges in achieving artistic/scholarly success to members of an underrepresented group, (f) have experience in or have demonstrated commitment to research that engages underrepresented communities, (g) have expertise or demonstrated commitment to developing

expertise in cross-cultural communication and collaboration, and/or (h) have research interests that contribute to diversity and equal opportunity in higher education. Please indicate in a separate diversity statement how you meet at least two (2) of these criteria. Additional *guidance on our BIE program for applicants is* [here](#).

SDSU is the oldest institution of higher education in the San Diego region, with a campus in San Diego serving 36,000 undergraduate and graduate students and additional locations in Southern California's Imperial Valley and Tbilisi in the Republic of Georgia. SDSU is included in the Carnegie Foundation's Doctoral Universities: High Research Activity category. Established in 1897, SDSU offers bachelor degrees in 97 areas, masters in 84 and doctorates in 23. See http://www.sdsu.edu for more information. SDSU is a large, diverse, urban university, an *Asian-Native American-Pacific Islander -Serving Institution and a Hispanic-Serving Institution* with a commitment to diversity, equity, and inclusive excellence. Our campus community is diverse in many ways, including race, religion, color, sex, age, disability, marital status, sexual orientation, gender identity and expression, national origin, pregnancy, medical condition, and covered veteran status. We strive to build and sustain a welcoming environment for all.

The minimum salary for this position is based on the current CSU salary schedule for [Assistant Professors](#) / [Associate Professors](#) / [Professors](#) and may be revised based on contract collective bargaining. The anticipated salary range is from $x to $y [as discussed at Provost-Dean 1:1]. Salary placement will be based on the selected candidate's qualifications and experience, and salaries higher than the published maximums may be offered in limited circumstances. San Diego State University offers a rich benefits package that constitutes a major portion of total compensation. For benefits information, click [here](#).[1]

As part of its commitment to a safe and equitable "OneSDSU" community, SDSU requires that individuals seeking faculty employment provide at the time of application authorization to conduct background checks if they become a finalist for the position; applications without this authorization will be considered incomplete and not considered.

A background check (including a criminal records check) must be completed before any candidate can be offered a position with the CSU. Failure to satisfactorily complete the background check may affect the application status of applicants or continued employment of current CSU employees who apply for the position.

The person holding this position is considered a "mandated reporter" under the California Child Abuse and Neglect Reporting Act and is required to comply with the requirements set forth in CSU Executive Order 1083 as a condition of employment.

SDSU is a Title IX, equal opportunity employer and does not discriminate against persons on the basis of race, religion, national origin, sexual orientation, gender, gender identity and expression, marital status, age, disability, pregnancy, medical condition, or covered veteran status.

SAMPLE LANGUAGE FOR SEARCH COMMUNICATIONS

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[1] *Committee should incorporate appropriate option(s).*

Dean should insert and / or validate annual salary data based on the FTMS provided by the Provost's Office when line is authorized.

To build a pool of applicants: Address directly (and by name) to prospective applicants identified through networking-- "Our department is currently searching for [brief position description here]. Our colleague [name here] recommended you to our consideration, and I am writing to encourage you to apply. Our position is listed on Interfolio at [Interfolio ad address here.] SDSU is a large, diverse, urban university and Hispanic-Serving / Asian American Native American Pacific Islander-Serving Institution with a commitment to diversity and equity, and we are seeking excellent scholars and teachers who share our commitment and will transform their fields. SDSU is consistently recognized by *U.S. News and World Report* as one of the most diverse universities in the country and by CampusPride.org as among the top 20 most LGBT-friendly campuses in the nation. Our campus is a multi- year recipient of the INSIGHT Into Diversity Higher Education Excellence in Diversity Award (HEED), a national honor recognizing U.S. colleges and universities that demonstrate outstanding commitment to diversity and inclusion. Should you have any questions about this position, please contact me directly. For questions related to diversity and inclusion outside of our formal search process, please contact the Office of Faculty and Staff Diversity (facultydiversity@sdsu.edu). We appreciate your interest and wish you every success in your career."

To identify potential candidates based on college referral:
"Dear colleague: Our department is currently seeking to fill a position in [description] and I am writing to ask your help in identifying outstanding candidates. As a large, diverse, urban university and Hispanic-Serving Institution, SDSU is seeking excellent scholars and teachers who will transform their fields and who share our campus commitment to diversity and inclusion. I would appreciate your help in identifying potential job candidates who
- Integrate understanding of underrepresented populations and communities into research
- Show expertise in cross-cultural communication and collaboration
- Have research interests that engage underrepresented communities or contribute to diversity and equal opportunity in higher education
- Demonstrate knowledge of barriers for underrepresented students and faculty in higher education
- Demonstrate commitment to teaching and mentoring underrepresented students
- Extend knowledge of how to achieve artistic or scholarly success as a member of an underrepresented group
- Engage in service with underrepresented populations in higher education

If you are aware of any potential candidates (including assistant professors) who might consider a move to San Diego, please share with them our job listing posted at Interfolio: [listing address here], or reply to this email. I would be happy to reach out to your contacts individually and invite them to apply."

Please notify candidates when the application review concludes. Not doing so may negatively impact colleagues' views of SDSU. Sample language is below:

For candidates not selected for interview: "Thank you for applying for our recently advertised position in _____. The Search Committee has reviewed all the applications and, regretfully, we do not plan to continue your candidacy. We received many excellent applications, including yours, and the Committee's decision was not an easy one. I thank you for your application and extend my best wishes for your career."

For candidates interviewed but not offered a position: "Thank you for meeting the Search Committee and members of our department. Regretfully, after thorough and careful consideration of the qualifications of each of the persons interviewed, an offer has been made to another candidate. Thank you again for your interest and please accept our very best wishes for your future career."

For candidates receiving and accepting an appointment offer: "Congratulations on joining the faculty at SDSU! I will be processing your appointment paperwork, and prior to getting started I will need your home mailing address, SSN, and DOB to generate a campus ID number for you. Due to the sensitive nature of that information, please do not send via email; kindly call me with it at your earliest convenience. Thank you."

STUDENT SEARCH PARTICIPATION

Under the terms of the CFA contract and the SDSU Academic Policy File, temporary faculty, students, and staff may only serve in advisory or support roles and *cannot* be granted Interfolio access or participate in the official vote to recommend hire—under the contract only tenured and tenure-track faculty member are eligible to do so. Deans may work with their search chairs to establish some or all of the following opportunities for participation:

- Attendance at search committee meetings
- Participation in committee discussion of candidates
- Attendance at job talks and teaching demonstrations
- Participation in interviews, including asking questions of candidates
- Participation at candidate social events and all aspects of the "campus visit"
- Read-only access to candidate dossier materials downloaded from Interfolio and provided via Google Drive or similar
- Development of hiring recommendations to provide to the committee and/or Dean

FACULTY INCLUSION REPRESENTATIVE PROGRAM

Inclusion Representatives (IRs) are appropriately-trained faculty or administrators who support the overall mission of the search committee, by ensuring and supporting the use of equitable and inclusive hiring practices. See this document for additional details. Departments will receive either standard or intensive support from their Inclusion Representatives (IRs):

	Standard Support	Intensive Support
Criteria	Schools or departments who in previous year searches attracted a pool of candidates with a proportion of URM candidates equal to or higher than the proportion of URM candidates in the national pool AND received approval for their diversity plan.	Schools or departments who in previous year searches did **not** attract a pool of candidates with a proportion of URM candidates equal to or higher than the proportion of URM candidates in the national pool OR did **not** receive approval for their diversity plan.
Rep to be elected or appointed, and *trained by CIE*	Inclusion Representative to be elected from among the search committee members (analogous to role of chair).	Inclusion Representative to be assigned by the Office of Faculty and Staff Diversity with approval of the college Diversity Liaison. IR will be a person who has earned tenure, or the Campus Director of Inclusive Recruitment, and will be a non-voting participant.

Support during preparation for search	Review advertisement and ensure its distribution in venues conducive to a diverse pool, with the support of the Office of Faculty and Staff Diversity / HERC. Review criteria and interview questions to ensure alignment with best diversity and inclusion practices.	Review advertisement and ensure its distribution in venues conducive to a diverse pool, with the support of the Office of Faculty and Staff Diversity / HERC. Review criteria and interview questions to ensure alignment with best diversity and inclusion practices.
Support during evaluation of candidates	Support best diversity and inclusion practices during committee discussions, including evaluation of candidates' diversity statements and BIE criteria. Remind colleagues to self-monitor for unconscious biases. Assist with completion of BIE and Pool Proportionality Forms.	Support best diversity and inclusion practices during committee discussions, including evaluation of candidates' diversity statements and BIE criteria. Notify committee chair if committee diverges from best practices and recommend resources (readings, videos, webinars) to help correct the course. Assist with completion of BIE and Pool Proportionality Forms.

MANAGING IMPLICIT BIAS AND ACHIEVING POOL PROPORTIONALITY

Search committees bear an extraordinary responsibility for ensuring that the university realizes its commitments to diversity and inclusion through the hiring process and should seek to fulfill *their responsibility through the following means:*

- All search committee members should undergo **implicit bias training**, at least every three years. The Center for Inclusive Excellence has developed an online, self-paced workshop on Creating an Equity-Minded Campus Community that introduces these concepts. Faculty and staff can enroll at any point and it should take approximately 2-2.5 hours to complete; however, you should complete all modules within two weeks of enrolling.
- All search committees members must review equity-minded practices each time they participate in a search by watching a short video (*Diversity, Equity and Inclusion in Faculty Searches)* prepared by the Office of Faculty and Staff Diversity. This video is updated annually and committee members need to view the video for the year in which their search takes place to ensure all information is up-to-date. See this document for instructions on how to access these trainings.
- Search committees should review their applicant pools to assess whether they have succeeded in building a pool at least as diverse as the pool of doctorate holders in the field and provide this information on the Request to Negotiate Form. Please contact Faculty and Staff Diversity (facultydiversity@sdsu.edu) to request SED statistics.
- Search committees should take care to ensure that all candidates selected for campus visits have an opportunity to meet with a college diversity liaison, a member of the department or college diversity council, or another representative from Campus Diversity.

BUILDING ON INCLUSIVE EXCELLENCE

The Building on Inclusive Excellence (BIE) faculty hiring program strives to diversify the faculty by focusing tenure-track faculty searches on candidates who meet criteria aligned with SDSU's commitment to diversity, equity and inclusion.

The criteria do not require the candidate to identify as part of an underrepresented population. Instead the criteria are designed to assess the candidate's demonstrated commitment to serving and/or addressing issues related to underrepresented populations. (For the purposes of the BIE, underrepresented populations refer to the following groups: African-American, Latinx, Native American, Southeast Asian, and Pacific Islander, groups of varying abilities, women in the sciences, technology, engineering, and mathematics, or any other group that has been documented as underrepresented in the candidate's academic discipline.)

Evidence should indicate *meaningful* experience or connection to criteria, rather than isolated or ad hoc involvement (e.g., a record of mentoring several underrepresented students over a period of time vs. advising one underrepresented student on one project; leadership or discussion of specific activities in a professional organization vs. just being a member; research that specifically explores and illuminates the experiences of underrepresented populations vs. analysis that includes race and gender as control variables or simply reports results by demographic group without an accompanying emphasis).

The chart below provides examples of the most common forms of evidence and artifacts that can be used to show that a candidate meets a given criterion.

Please note: Building on Inclusive Excellence in an International Context

A note for reviewers: What people in the United States generally understand "diversity" and "inclusive excellence" to mean is shaped by specifically North American histories of colonization, slavery, and immigration. Depending on their degree of familiarity with this North American context, international candidates for faculty jobs at SDSU may be more or less prepared to respond to the Building on Inclusive Excellence criteria during the hiring process. Consequently, reviewers may find it challenging to evaluate how well some international candidates meet BIE criteria. Please review the following note for international applicants, which SDSU will share with all candidates who apply via Interfolio.

A note for international applicants: In the United States, specifically North American histories of colonization, slavery, and exclusion have created systemic, widespread inequities in the life opportunities enjoyed by members of different social groups. As a public-serving institution, SDSU is committed to addressing these inequities. Through the Building on Inclusive Excellence program, we seek to actively recruit faculty who have experience addressing inequities through their work as teachers, researchers / scholars / artists, members of a university community, and public servants. If you are an applicant for a faculty position at SDSU who does not have primary experience working with inequities in a United States context, you are invited to reflect on the systemic, widespread inequities that shape the lives of social groups in the places where you have studied and worked. You may respond to the Building on Inclusive Excellence criteria by sharing your experience in higher education settings working as a teacher, researcher / scholar / artist, a member of the university community, or public servant to address these inequities. While in the U.S., we often focus on race and ethnicity, your experience may center more around inequities that impact different social groups on the basis of their gender, sexuality, regional / provincial culture or background, age, language, class, caste, citizenship / migration status, religion, disability, etc. Please share this experience with us. Additional guidance about the Building on Inclusive Excellence program for all candidates can be found here.

Candidates must meet two (2) or more (some colleges may require a minimum of three—please check your College Diversity Plan) of the eight (8) criteria and the department should provide *unique* evidence for each criterion met.

Criteria	Common examples of appropriate evidence:
Is committed to engaging in service with underrepresented populations within the discipline	- Mentoring or advising of individual students from underrepresented populations - Advising relevant student clubs or organizations - Meaningful involvement with professional organizations or campus committees that advance underrepresented populations - Meaningful involvement with a non-profit organization focused on serving underrepresented populations

Has demonstrated knowledge of barriers for underrepresented students and faculty within the discipline	• Narrative discussion or other evidence of effective mentoring or advising of students or faculty from underrepresented populations • Narrative discussion or other evidence of own experience as member of underrepresented group • Narrative discussion or other evidence of inclusive pedagogical methods
Has experience or demonstrated commitment to teaching and mentoring underrepresented students	• Teaching or mentoring experience at prior institution with diverse student population • Narrative discussion or other evidence of inclusive pedagogical methods
Has experience or has demonstrated commitment to integrating understanding of underrepresented populations and communities into research	Research addresses or incorporates underrepresented populations and communities
Has experience in or has demonstrated commitment to extending knowledge of opportunities and challenges in achieving artistic/scholarly success to members of an underrepresented group	• Mentoring or advising of students or faculty from underrepresented groups • Narrative discussion or other evidence of inclusive pedagogical methods that support artistic or scholarly success
Has experience in or has demonstrated commitment to research that engages underrepresented communities	Research requires engagement with subjects from underrepresented communities
Has expertise or demonstrated commitment to developing expertise in cross-cultural communication and collaboration	• Meaningful engagement in collaborative projects with partners from other cultures • Research requires engagement with subjects from other cultures • Narrative discussion or other evidence of own experience as member of different cultural group
Has research interests that contribute to diversity and equal opportunity in higher education	Has a body of research that specifically addresses diversity and equity within the candidate's area of focus

BIE SCREENING PROCESS GUIDELINES

1. BIE screeners are identified by CDO: members of the Senate DEI Committee and one additional faculty member reviewer identified by CDO, plus AVPFASS and AVPFSD / CDO. FASS ensures that BIE screeners are given EEO officer status in Interfolio.
2. Interfolio routes Finalists to BIE Reviewers.
3. Reviewers are notified, log in to Interfolio, review finalist documents, and verify that candidates meet **any two of the eight** BIE criteria.
4. A single experience, activity, or attribute may not count for more than one of the criteria.
   - An identity attribute—including status as a foreign faculty member—may not be considered in evaluation of candidates by the criteria.
   - Screeners should recuse themselves from evaluation of any department where they have a conflict of interest (faculty member in the department or partner / spouse faculty member in the department).
   - If a candidate does not receive two approvals within two working days, SACD / CDO will notify the AVPFASS, and the candidate will be approved or referred for appeal by the AVPFSD and AVPFASS within one working day.
   - In case of appeal, the department may provide additional information they think will influence reviewers, put forward a different candidate (i.e., someone else from their shortlist who received first-round interviews), or choose to proceed with just the remaining finalists.
5. If a department wishes to appeal the decision of the reviewers, they may do so by requesting a review by the Chief Diversity Officer and the Provost. In this request, the department must provide information on their search, including their posted ad language, information on where they posted their ad, data from their pool proportionality assessment, and interview questions. If both the CDO and the Provost agree that the department has taken sufficient steps to attract an applicant pool that reflects the available pool of degree holders, and to mitigate bias during the interview process, the appeal will be granted.

GUIDELINES FOR ASKING QUESTIONS DURING THE SEARCH PROCESS

Appropriate questions focus on candidate credentials and experience in teaching, research/ scholarship/creative activity and service, such as the following:
- Describe your current research / scholarship / creative activity.
- What do you think are your greatest strengths as a researcher and scholar?
- Describe your research program/creative activities for the next 5 years.
- How would you build upon your current research program/creative activities?
- What are your plans for sustaining your current research program/creative activities?
- Have you identified specific venues to disseminate your findings? Which ones?
- Describe your style of teaching and interacting with students.
- Describe how you have modified your teaching to meet the needs of diverse learners.
- How do you utilize technology in the classroom?
- How do you engage students, particularly in a course for non-majors?
- What innovations have you brought to the teaching of _?
- Describe your favorite courses taught or proposed in the past five years.
- How do you define excellence in teaching?
- Describe your philosophy and experiences regarding the importance of diversity in teaching, research and society and how you foster multicultural skills in the classroom.
- What experience do you have successfully supporting achievement by diverse students?
- How would your background and experience strengthen our department?
- What roles have your students played in your research program to date?
- What do you know about San Diego State University that encourages your interest in this position?

It is inappropriate and illegal at all stages of the search process to ask questions such as the following:
- Questions directed specifically to candidates of one sex, sexuality, gender identity or expression, racial, ethnic, or religious group, and not to all candidates.
- Questions about race, color, place of birth, national and family origin, religion, sex, sexual orientation, disability, age or ancestry.
- Questions about past, present, or future marital status, pregnancy, plans for a family, or child care.
- Questions about weight and height, state of health, or disabilities.
- Questions about a candidate's native-born or naturalized status. You may ask if a candidate is eligible to work in the US.
- Questions about a candidate's native tongue or how foreign language ability has been acquired. You may ask about foreign language skills if the position requires such ability.
- Questions about loans, financial obligations, wage attachments or personal bankruptcies.

Reference check questions may include the following:
- How long have you known _____ and in what capacity?
- How would you characterize their accomplishments and strengths as a researcher / scholar / artist?
- If you have observed them teaching, what strengths do they bring to the classroom? Areas of concern?
- Describe their commitment to diversity in teaching, service, and / or research.
- Would you hire or rehire them for a faculty position in your department? Why or why not?
- What have they accomplished and planned for scholarship and research, and what kinds of support do you think he/she would need to be successful as a scholar?

- Is there anything else you can tell me about him/her that would be helpful for our search committee to know? (You may inquire as to any outstanding conduct issues or issues with students.)

If an applicant inquires about the possibility of future furloughs or layoffs:
- There are no furlough plans at this time.
- In the event there are layoffs, they will be conducted per the <u>Collective Bargaining Agreement</u>.

If an applicant inquires about salary, start-up, or negotiation insights:
- Faculty members or search committee members may not engage in salary discussion or negotiation with the candidates. This is the sole responsibility of the Dean.

APPROVAL TO NEGOTIATE INSTRUCTIONS

FORM PREPARATION

Please fill out the Approval to Negotiate form as completely as possible before routing it for signatures, including:
- Correct VPAA number, position title, Emphasis/Area, position rank, the College and Department/School, and the date of CPHD Certification.
- Date of BIE Certification
- Section 1: Name of up to three top ranked candidates recommended with rationale for Provost's approval in the first round. Names of all other finalists considered for the position and rationale for selection/non-selection. If the top three approved candidates decline the offer, a new ATN form must be submitted for the next set of up to 3 candidates.
    - Appointment with Tenure for Associate or Full Professor Candidates
        - Contact Grace Laurie to schedule meeting(s) with the Provost for senior candidate(s) recommended for tenure with appointment.
        - Date of faculty vote recommending tenure.
        - Brief justification for senior appointment with tenure.
- Section 2: Complete the Diversity Pool Data Table
- Section 3: Signatures from the Chair/Director and the College Dean.

APPROVAL PROCESS

Once the form is complete, route it through AdobeSign.
1. Route form and vita of the recommended candidates to provost@sdsu.edu.
   <u>*Do not send it directly to Provost Ochoa*</u>
2. Provost's Office will verify for completeness and delegate it to the Provost for signature.
3. Once approved, Provost's Office will send the final copy to all appropriate parties.