CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

California State University
Northridge

Manual of Procedures for Search and Screen Committees
for Academic-Administrative Positions

2009 - 2010
Manual of Procedures for Search and Screen Committees  
for Academic-Administrative Positions

Introduction

This Manual is intended as a guide for members of search and screen committees [hereafter called simply “search committee(s)”] seeking to fill administrative positions. As such it is an adjunct to the University’s Administrative Manual (Section 600). It describes best practices while acknowledging that in special circumstances departures from the described practices are unavoidable. In such circumstances the PP&R representative on the search committee or the chair of the search committee in case of searches for associate deans, in consultation with PP&R if necessary, shall determine if the differences from the prescribed procedures are appropriate and within the spirit of this Manual. The specific administrative positions covered by these rules, the composition of specific search committees and the manner of the appointment of committee members are identified in Sections 622.2 through 622.5 of the Administrative Manual.

A copy of this Manual shall be provided to all committee members.

Roles of University personnel operating under these procedures

The Associate Vice President for Faculty Affairs (Executive Secretary of PP & R) serves as consultant on matters of University policy and practice.

The Administrative Unit Head (President, Vice President, or Dean) designates an individual to provide staff support and maintain records for all search committees in his or her area.

The Office of Equity and Diversity (OED) provides advice on governmental and institutional regulations regarding affirmative action and equal employment opportunities, and reviews documents associated with the search to ensure their compliance with equity and diversity policy and practice.

The Associate Vice President for Human Resources is responsible for guaranteeing that position descriptions and vacancy announcements are consistent with institutional requirements, for preparing and placing off-campus advertisements for the position, and for publishing the vacancy announcement.

General guidelines for search and screen committee members

Consult, consult, consult!
To minimize the possibility of error or misunderstanding, search committees are encouraged to consult as often as needed with appointing administrators and with the persons involved in the procedure (see above list) throughout the search.

Maintain confidentiality.  
All search committee proceedings and deliberations are confidential. Violations of confidentiality by a committee member should not be ignored; depending upon the circumstances and the ability to substantiate allegations, some form of reprimand or other action against a violator, including possible removal from the committee, should be initiated by the appointing administrator.
Act professionally.
All search committee members are expected to attend meetings and to fulfill their responsibilities in a professional manner. Service on search committees is important to the mission of the university and members may have to devote time and effort beyond their usual working schedule to expedite the search. Any member not attending meetings or otherwise unable to fulfill his or her responsibilities should resign from the committee or may be dismissed from service by a majority vote of the committee. Should a vacancy on the committee occur before the list of strongest candidates has been identified, PP & R may then appoint a replacement; after the list of finalists has been identified, no replacement may be named.

Search actively.
In addition to placing advertisements, all search committees should actively search for potential candidates by all means possible. Among the possibilities are encouraging faculty and staff to identify desirable candidates, both internal and external, and networking with colleagues affiliated with other institutions and organizations. Committee members are especially encouraged to pursue any professional contacts that might provide information germane to the search. Committees should avoid simply placing ads and waiting for responses.

Avoid conflict of interest.
Individuals who are themselves candidates for a position may neither serve on the search committee for that position nor participate in the interviewing of other candidates for the position. Remember also that, as noted in the University’s Administrative Manual 620.3, “No University employee may initiate or participate in institutional decisions involving a direct benefit . . . to a member of his or her immediate family, a blood relative, or a person with whom he or she has an economic, sexual, and/or romantic involvement that could reasonably be perceived as impairing objectivity.”

Steps of a Search

- Initiation of the search
- Convening the search committee
- Recruitment
- Screening of applicants
- Checking candidates’ references. Once the candidate has been identified as a finalist and with the candidate’s approval “off-list” reference calls may be included.
- Interviewing candidates
- Selecting finalists
- The committee report and recommendation
- Completing the search and closing the files

Initiation of the search

Prior to the appointment of a search committee, a vacancy is identified and approved by the appropriate administrators. Following are the steps in the process:
1.1 Drafting of a position description.

Drafting a “Performance Program,” that is, a description of the position to be filled, is the responsibility of the appointing administrator. A sample of such a description is included in Appendix A.

1.2 Review and approval of position description.

Once drafted, the description is reviewed and approved by 1) the Office of Equity and Diversity, and 2) the Associate Vice President for Human Resources. The description is then forwarded to all agencies making appointments to the search committee.

1.3 Drafting of vacancy announcement.

Prior to the first meeting of the search committee, the appointing administrator, in consultation with the Office of Equity and Diversity and the Associate Vice President for Human Resources, drafts the vacancy announcement. A sample vacancy announcement is included as Appendix B.

1.4 Preparation of ad copy and identification of advertising media.

The Associate Vice President for Human Resources prepares suggested ad copy and, in consultation with the Office of Equity and Diversity, develops a list of advertising sources and placement services (“head hunters”) that might be utilized. The suggested ad copy and the list of advertising sources are then forwarded to the appointing administrator and to the search committee prior to its first meeting.

1.5 Preparation of the committee’s charge.

The appointing administrator prepares a written charge to the search committee and distributes that charge and a copy of this Manual to all committee members. The charge includes:

1. a statement of the committee’s responsibility and authority;
2. a draft of the position description;
3. a draft of the proposed vacancy announcement;
4. a description of the budget available for the search;
5. suggested ad copy and a list of potential advertising sources;
6. a preferred time by which the appointment should be made;
7. a statement of the extent to which the administrative unit head wishes to be involved in the search;
8. a review of institutional regulations applicable to the search, including needs for record-keeping;
9. a review of the confidentiality requirement; and the role of the committee after the final report is submitted.
Convening the committee

2.1 Calling of first meeting.

The appointing administrator convenes the first meeting of the search committee as soon as possible after its members have been identified. The appointing administrator may name a chair of the committee. In addition to the committee members, the first meeting shall include: 1) the Director of the Office of Equity and Diversity, 2) the Associate Vice President for Human Resources or designee, 3) the Associate Vice President for Faculty Affairs, and 4) the individual designated to provide staff support for the committee, and, if a search firm is involved in the search, 5) the search firm representative.

2.2 Committee actions.

At its initial meeting the search committee shall:

1. review the written charge from the appointing administrator;
2. if a chair has not been named, the committee elects a chair at the first meeting;
3. confer with the appointing administrator about the search in general and, if a search firm is involved in the search, the role of the search firm and its representative during the search and screen process. If the appointing administrator has determined prior to the first meeting of the search committee that a search firm will assist with the search, the appointing administrator will confer with the committee during its first meeting about the role of the search firm and present the committee with a copy of the search firm’s proposal and plan. If a search firm has not been appointed prior to the first meeting of the committee and the appointing administrator contemplated the use of a search firm or if the committee wishes to recommend the use of a search firm, the appointing administrator will confer with the committee at its first meeting about the possible use of a search firm, its role in the search, and specifications for the awarding of a contract. If a search firm is used, some of the activities listed in later parts of this Manual will be supported by the search firm. A copy of this Manual will be provided to the search firms when such entity is utilized in the hiring process. The chair of the search committee should maintain close contact with the search firm to insure that a broad search is conducted, and that equity and diversity guidelines are met. The interviewing of the final candidates and the recommendation of finalists remains the responsibility of the search committee.
4. consider, with the appointing administrator, any revisions in the final vacancy announcement;
5. establish the time line for the search;
6. prepare a recruitment plan (review the ad copy and the ad placement list and make changes as needed);
7. determine the most appropriate times for future meetings.

2.3 Role of committee chair.

Following is a list of duties of the chair. Although any of the tasks may, at the chair’s discretion, be delegated to other members of the committee, the chair is responsible for ensuring that each is performed:

1. establishing a timely schedule;
(2) initiating a network of contacts for recruitment;
(3) drafting form letters;
(4) establishing and maintaining files;
(5) logging application materials;
(6) developing evaluation instruments based upon the qualifications cited in the vacancy announcement (requires approval; see section 4.1 and sample in Appendix C);
(7) scheduling interviews with candidates (requires approval; see section 4.7);
(8) attending to the well-being of off-campus applicants, such as housing, transportation, special needs;
(9) confirming candidates’ continuing interest;
(10) making telephone reference checks;
(11) writing the final report.

2.4 Preparation of final vacancy announcement.

The committee and the appointing administrator prepare the final vacancy announcement and distribute copies of the final vacancy announcement to all persons who were present at the initial meeting.

2.5 Preparing a recruitment plan.

Using the ad placement list from the Associate Vice President for Human Resources, a recruitment plan – that is, a listing of journals and other publications in which ads are to be placed and agencies to which vacancy announcements are to be mailed – is prepared by the search committee and reviewed by the Office of Equity and Diversity.

Among the publications and electronic media in which advertisements normally would be placed are:

(1) Chronicle of Higher Education;
(2) HigherEdJobs.com Website;
(3) CSU Careers Website;
(4) Inside Higher Ed;
(5) Employment Opportunities Bulletin (for distribution to all CSU campuses and to all southern California universities, community colleges, and social agencies);
(6) appropriate professional and association publications.

In identifying organizations, agencies, groups, and individuals to which vacancy announcements are to be distributed, the search committee should make special efforts to include appropriate:

(1) national affirmative action recruitment resources;
(2) minority and women’s colleges and universities;
(3) appropriate professional caucuses and associations; and
(4) protected class registries, data banks, and directories.

2.6 Setting a timetable for the search.

Before recruiting applicants, a reasonable timetable must be established by the search committee and approved by the Office of Equity and Diversity, keeping in mind that in certain searches
time is of the essence and timely completion of the process is often crucial to hiring the best candidates. Following are guidelines in setting a timetable.

For advertisements:

(1) allow sufficient lead time to prepare and distribute advertising;
(2) keep all vacancies open at least four weeks (six is better) after the first advertisement appears.

For nominations (if accepted):

(1) set a deadline for receiving nominations that is at least three weeks earlier than the deadline advertised so as to allow sufficient time for nominees to prepare their applications;
(2) acknowledge all nominations (see Appendix D) and send each nominee a copy of the position description and the vacancy announcement;
(3) consider a nominee to be an applicant only if he or she indicates interest in the position by the postmark deadline established in the ads.

For evaluating applicants, include in the schedule:

(1) two to three weeks for evaluating applications;
(2) an additional two weeks for arranging and conducting interviews;
(3) a meeting as soon as possible after the last interview to determine recommendations; and
(4) a timeline to finish the report as soon as possible for approval by the Office of Equity and Diversity and PP&R.

**Recruitment**

### 3.1 Dissemination of ads and vacancy announcements.

The Office of Equity and Diversity apprises equity and diversity recruitment sources, minority and women’s colleges and universities, professional caucuses and associations, and protected class registries, data banks, and directories of the vacancy.

The Associate Vice President for Human Resources places all paid advertisements and announces the vacancy in the Employment Opportunities Bulletin and in off-campus recruitment sources.

### 3.2 Acknowledging and notifying applicants.

Letters of acknowledgment, together with Affirmative Action Survey Forms (AA-2 Forms, available from the Dean’s Office, Office of Equity and Diversity, or Faculty Affairs website), postage-paid return envelopes addressed to the Office of Equity and Diversity, and copies of the position description, are mailed to all applicants. Requests for additional information may be included with the letter of acknowledgment.
All letters of acknowledgement must include the following statement, “Applicants who wish to request accommodations for a disability may contact the Office of Equity and Diversity, (818) 677-2077.”

Applicants submitting materials after the postmark deadline must be notified that they are not considered candidates. However, the application, with postmark, is retained.

Screening of applicants

4.1 Creation of an “evaluation instrument.”

Before screening applicants, the search committee identifies the criteria it will use in the evaluation process. Sample evaluation instruments are set forth in Appendix C, but note that they are samples only. The criteria used for the evaluation instrument must be those cited in the position description and vacancy announcement. In some cases weighting the criteria by applying such terms as “preferred,” “desirable,” or “critical” may be helpful. A form that lists these criteria and on which committee members note their evaluations of each candidate is the committee’s “evaluation instrument.” Procedures used in the evaluation should be applied consistently to all applicants. The evaluation instrument is reviewed by the Office of Equity and Diversity and must be approved prior to its use in evaluating candidates.

4.2 Initial screening.

In the initial screening, candidates are evaluated against the minimum requirements for the position, not against each other. Determining the manner in which the initial evaluation proceeds is the responsibility of the committee. Among the usual screening methods are:

1. evaluation by the committee chair alone;
2. evaluation by members of the committee, acting individually or as a group;
3. evaluation by one or more subcommittees, acting individually or as a group;
4. evaluation by a subcommittee that includes the Associate Vice President for Human Resources or designee, or the Director for Equity and Diversity or designee.

No matter what procedure is used, care should be taken to insure the evaluations are made in a uniform and consistent manner. All evaluations must be placed in the candidate’s file.

4.3 Processing unsolicited materials.

All unsolicited materials, that is, materials not sent nor requested by the candidate nor solicited by the committee, are retained in a separate file (including photographs, published articles, awards, etc.). Such information may be consulted by committee members only if directly relevant to candidates who are identified as among the strongest and for whom reference checks are to be conducted.

4.4 Elimination of unqualified candidates.

When a candidate is eliminated from further consideration, reasons are noted and placed in the candidate’s file; the reasons for elimination must be specific and directly related to the qualifications advertised for the position. All candidates eliminated must be informed in a letter.
that they are no longer considered to be candidates. Reasons for eliminating a candidate are not cited in the letter. A sample letter of elimination is included in Appendix F.

4.5 Identifying qualified candidates.

Candidates who meet minimum qualifications should be notified by letter that the initial screening is complete and that they are to be considered for the position. Requests for additional materials, if needed, or notifications of major changes in the timetable should there be any, may be included in the letter as well.

The appointing administrator or the committee may determine there is an insufficient number of minimally qualified candidates. Should the committee determine that there is an insufficient number of minimally qualified candidates, it should notify the appointing administrator as soon as possible. In its notification it should also: (1) request that the search be reopened to additional candidates; (2) suggest that the search be canceled and a new search conducted; or (3) recommend such other action as it deems necessary and appropriate.

4.6 Identifying the strongest candidates.

If they have not already done so in the initial screening process, all committee members normally read the files of all remaining candidates and complete an evaluation for each candidate.

From among the candidates judged to be qualified, the committee now identifies the strongest candidates. How this is done is up to the committee. One acceptable approach is for each committee member to identify a specific number of candidates, say five, that he or she judges to be strongest. The committee may then discuss and further evaluate these candidates until a consensus is reached as to the top few. Ultimately, two groups of strong candidates should be identified, one group to be interviewed, a second as a reserve.

All candidates not included in the group to be interviewed or in the reserve group are notified by letter that they are no longer under consideration. For each candidate who is eliminated, a statement of the specific, job-related reasons for being eliminated is placed in his or her file. The statement should include the ways he or she was weaker than candidates in the final group.

No courtesy interviews may be given.

4.7 Notifying strongest candidates.

Once the strongest candidates have been identified, the committee must consult with the Office of Equity and Diversity to determine that it has followed accepted procedure in arriving at its top candidates. The process continues when the Office of Equity and Diversity (OED) certifies the committee has followed accepted procedures, or if necessary, that the committee has taken corrective measures.

Once the committee’s procedures have been reviewed, candidates to be interviewed should be contacted by telephone to determine if they are still interested in the position. At this time it is also appropriate to ask permission to contact each candidate’s references. However, no commitment should be made in the telephone conversation to an interview.
If the applicant indicates that he or she is also seeking employment for an accompanying partner, the applicant should be referred to the Office of Human Resources or the Office of Faculty Affairs for information about employment opportunities.

**Checking candidate’s references**

5.1 **Preparing questions for references.**

Before telephoning references, the search committee identifies the questions to be posed. It is important to plan questions carefully so as to ensure that all candidates are treated in a comparable manner. A sample set of questions is provided in Appendix G.

5.2 **Reference checks preceding interviews.**

Ideally, for each candidate considered for a campus interview, a broad range of references, which might include “on-list” and “off-list” references, should be checked before candidates are invited to campus. References should be chosen who can provide information germane to the position advertised. No candidate is to be invited for an on-campus interview until his or her references have been checked by telephone and the responses found satisfactory. Telephone checks should include all professional references that can provide information germane to the search, not just those provided by the candidate.

5.3 **Recording and reporting responses.**

References’ responses to questions should be noted and the notes placed in the candidate’s file. If judged to be pertinent, job-related information volunteered by the references may also be noted. However, information provided that is not job-related, such as a candidate’s race or marital status, must neither be included on the written report of the conversation nor reported verbally to the committee; moreover, such information must not be taken into account when evaluating the candidate.

5.4 **Action resulting from reference contacts.**

Candidates eliminated from further consideration as a result of reference checks are sent a letter of elimination similar to that sent to candidates eliminated earlier. No questions should be used in the interview process except those related to the vacancy announcement and the materials provided to the search committee by the applicants. Reference check information can be taken into consideration during the final evaluation of the approved candidate but should not be part of the interview process. Where a reference’s response raises issues of concern, appropriate questions should be included in the interview to address those issues. In doing so, however, care must be taken to assure the confidentiality of the references.

**Interviewing applicants**

6.1 **Structure of visit.**

Normally, visits are scheduled over one to two days to allow time for candidates to explore the campus, to meet with constituency groups, and talk to persons not on the interview list. If appropriate, the search committee should schedule a meeting for the candidate with the
Department Chair and department personnel committee in a department where a concurrent faculty appointment could be made. To ensure that all candidates receive comparable treatment, the schedules (e.g., free time, meals, meetings with committee, faculty, administrators and others) should be as similar as possible. A sample interview schedule is included as Appendix H.

6.2 The interview schedule.

The committee, in consultation with the appointing administrator, establishes the itinerary of the candidate’s visit. To assure that all appropriate persons are included on the interview schedule, make arrangements well in advance of a candidate’s visit. However, in establishing the schedule, keep in mind that individuals who have themselves applied for a position may not be involved in the interview of other candidates for the same position. Whenever possible, the search committee should schedule both an initial and an exit meeting with each candidate.

6.3 Content and format of the interview.

In advance of the first interview, the committee must establish the content and the format of the interviews, including a list of questions to be posed to each candidate. All questions must be relevant to the position and be designed to elicit information relevant to the job. The format of the interview (e.g., who asks which questions and the sequence in which the questions are asked) should be consistent for each candidate. Follow-up questions prompted by a candidate’s response are usual. A sample interview format is included in Appendix I.

6.4 Reports of interviews.

The committee should request a confidential report, either oral or written, from each group or individual who interviews the candidates.

Selecting finalists

7.1 Recommending finalists.

The search committee usually identifies three or more of the best qualified candidates as finalists. Recommendations of finalists must be based upon the committee’s evaluation of each interviewee’s qualifications. The needs of a partner may not be used as a criterion in the identification and recommendation of a finalist.

7.2 Review of reserve candidates.

If the search committee, in consultation with the appointing administrator, determines that not enough finalists are suitable, the reserve candidates are reviewed. Reserve candidates whose credentials are deemed sufficiently strong are called to verify their continued interest. For those still interested, reference checks and interviews should be conducted following the procedures identified above.

7.3 Lack of suitable finalists.

If an insufficient number of the reserve candidates is found suitable for the position, no finalists
are named. The committee reports this judgment to the appointing administrator and requests either that the committee be discharged or that the search be reopened. At this point, the committee informs all remaining candidates—those interviewed and those still in the reserve pool—that the search has been discontinued without recommending any finalists.

The committee report and recommendations

8.1 Writing the report.

Upon concluding its work, the search committee prepares a written report of its procedures and recommendations. The search committee’s report shall include:

(1) the names of all finalists listed, at the committee’s discretion, either alphabetically or in ranked order;
(2) if ranked, a justification for the rank position of each candidate;
(3) a general summary of each finalist’s background and qualifications;
(4) information about the procedures employed in the search, including the number and nature of interviews conducted;
(5) a tally of the total number of applicants considered;
(6) a description of the screening procedures, with particular attention to equity and diversity concerns, and to Title IX and Sections 503 and 504 requirements;
(7) a tabulation of the racial and ethnic background and gender of all applicants is obtained from the Office of Equity and Diversity; and
(8) copies of announcement bulletins, advertisements, and candidate evaluation forms.

A sample committee report is included in Appendix J.

Upon the request of the appointing administrator, a draft copy of the report may be made available to the appointing administrator prior to the approval of the report by the Director of the Office of Equity and Diversity and PP&R. Under no circumstances can the appointing administrator act on the report until final approval of the search process by PP&R.

8.2 Reporting to the Director for Equity and Diversity.

The report is first submitted to the Director of Equity and Diversity who certifies that the search was conducted in an equitable manner consistent with University policies and procedures.

8.3 Reporting to PP & R.

The search committee submits its report, both orally and in writing, to the Personnel Planning and Review Committee. (At times when PP & R is not available, a subcommittee of PP & R can receive and review the report. If a subcommittee of PP & R is not available, the Faculty Senate Executive Committee or a subcommittee of the Faculty Senate Executive Committee can receive and review the report.) PP & R reviews the search procedures and recommendations to determine if the search was conducted in accordance with University rules. All documents, including the applicants’ files and evaluation sheets and reference checks, shall be available for this review.

After reviewing the search procedures, PP & R:
(1) approves the procedures and forwards the search committee’s recommendations to the President of the University or designee; or
(2) returns the report to the search committee with specific recommendations for corrective action; or
(3) recommends to the President or designee that the search be canceled and a new committee be established.

8.4 Conferring with the President.

If requested to do so, the search committee meets with the President or designee to discuss the report.

Completing the search and closing the files

9.1 Notifying candidates not recommended.

All candidates from the reserve pool and candidates who were interviewed but not recommended to the President or designee should be notified by the search committee chair that they are no longer being considered. If a candidate has been selected and has accepted the position, the reserve and interviewed candidates may be told the position is filled. Candidates recommended to the President or designee will be notified of the outcome of the search by the President or designee.

9.2 Notifying candidates recommended to the President or designee but not hired.

When requested by the President or designee, the committee chair will notify these individuals that they will not receive the appointment.

9.3 Closing the files.

Upon completing the search, all files are deposited in the Office of Human Resources. Files are retained for a minimum of three years pending completion of any grievances, complaints, or civil actions that may arise from the search. All documents related to the search, including, but not limited to, applicant’s files and resumes, written communications, evaluation and rating forms used for each applicant, notes from telephone inquiries, and the committee’s report to PP & R, are included in the file.
APPENDIX A

PERFORMANCE PROGRAM

Name:

TITLE: Dean    CLASSIFICATION: Administrator IV

DEPARTMENT: Mike Curb College of Arts, Media, and Communication

STATEMENT OF DUTIES AND RESPONSIBILITIES

Relationships:

Reports to: Provost and Vice President for Academic Affairs

Subordinate Staff: Associate Dean; Manager of Academic Resources; Director of Student Resource Center; General Manager, KCSN; Director of Entertainment Industry Institute; Dean’s Administrative Assistant; Administrative Support Assistants

Internal Contacts: Members of the Provost’s Council; other university administrators; Department Chairs and Faculty of the College of Arts, Media, and Communication; various other university employees

External Contacts: Counterparts on other campuses; professional arts and communication organizations; Chancellor’s Office staff; the Greater Los Angeles arts and communication communities.

Scope of Function and Responsibilities:

The Dean of the Mike Curb College of Arts, Media, and Communication provides primary leadership for the College’s educational programs and for its connections to the artistic and entertainment communities of the region. The Dean reports to the Provost and Vice President for Academic Affairs and serves on the Provost’s Council. The Dean has primary responsibility to develop and administer the College’s instructional programs; plan and administer the College’s budget; make independent recommendations on all College personnel and performance/exhibition matters; recommend appointment of Department Chairs and Directors and supervise their administrative activities; lead curricular improvement and innovation; create and sustain an environment supportive of research, scholarship, creative activities, teaching, and academic excellence; and represent the College in the University and community. The Dean interprets policies developed at the university and state levels and assures that they are implemented effectively. The Dean supervises a staff of professional, technical, and clerical personnel so that the College contributes to College and University goals. Of primary importance among the Dean’s responsibilities is fundraising to support the mission of the College and University and encouraging and assisting faculty in seeking external support of research and academic programs. Develops and maintains professional relationships with groups and agencies beyond the University that have direct involvement with the disciplines of the College. Finally, the Dean performs such other duties as may be assigned by the Provost and Vice President for Academic Affairs.

Duties and Responsibilities:

1. Recommending the appointment of persons to fill all faculty and staff vacancies within the College.

2. Evaluating the performance of all employees within the College and offering appropriate recommendations regarding their retention and professional advancement.

3. Assisting in the development of appropriate arts and communication curricula and programs and providing leadership in advancing the changes necessary for the maintenance and improvement of academic quality.

4. Determining the resources necessary for offering programs of high quality and effectively representing the requirements through appropriate budgetary requests.
5. Managing the resources available to the College in ways which balance efficiency and effectiveness thoughtfully.

6. Managing the instructional physical facilities of the College, including rehearsal rooms, performance halls, galleries, studios, and office space assigned to the College.

7. Reviewing and approving the schedule of courses offered by units within the College and the reassignment of faculty responsible for the courses.

8. Reviewing the administrative organization of the College and recommending changes appropriate to the accomplishment of university and College goals.

9. Providing advice and counsel to university officials on matters of importance to the university and to the College.

10. Developing and maintaining relationships with arts and communication organizations and agencies beyond the university.

11. Creating and maintaining lines of communication between the College and individuals and groups within the entertainment and arts industries of the San Fernando Valley and Greater Los Angeles.

12. Developing and providing university service for community programs and activities in the arts and communication and developing community support for these programs at CSUN.

13. Representing CSUN and the College in community, municipal, regional, state, national, and international activities.

14. Developing and implementing affirmative action and educational equity efforts.

15. Developing contacts with potential funding sources in the private and public sectors and soliciting funds from such sources for the support of the arts programs and other programs of the College.

16. Providing leadership and direction to the administrative officers, department chairs, directors, and faculty within the College of Arts, Media, and Communication.

17. Creating a supportive environment for the creative and scholarly activities of the faculty, and finding resources to support such activities.

Approved Signatures:

Provost and Vice President for Academic Affairs

Date

Associate Vice President for Human Resources

Date

Director of the Office and Equity and Diversity

Date
The University:
California State University, Northridge, long known for the intellectual, social, and cultural relevance of its 200 academic programs and engaged centers; embraces innovation in community service, and hands-on experience and rigor. A minority-serving university in a globally diverse region, it is a national leader in preparing teachers for K-12 and first generation college students for graduate studies. Cal State Northridge is a park-like campus located in the San Fernando Valley with 1.8 million people, 20 miles northwest of downtown Los Angeles. 1,800 of its 35,000 students are international. Cal State Northridge is a welcoming university; we value accessibility, academic excellence, and student achievement.

The College of Humanities:
The College of Humanities is comprised of the departments of Asian American Studies, Chicano/Chicana Studies, English, Modern & Classical Languages & Literatures, Philosophy, Religious Studies, Women’s Studies and the following interdisciplinary programs: Central American Studies, Classical Greek and Roman Civilization, Humanities, Jewish Studies, Liberal Studies and Linguistics. The college has approximately 126 full-time faculty, enrolls about 3,000 undergraduate and 250 graduate majors, and offers courses to over 18,000 students. Additional information about the college of Humanities and the university can be found at the university’s Web address at: http://www.csun.edu.

The Position of Dean, College of Humanities:
The College of Humanities is seeking a creative, dynamic, and visionary Dean who will work collegially with faculty to achieve the educational goals of the college. The Dean reports to the Provost and Vice President for Academic Affairs and oversees the departments and programs. The Dean has the primary responsibility for working with faculty on instructional and curricular improvement; creating and sustaining an environment supportive of excellence in research, scholarship, and teaching; planning and administering the annual budget for the college; making independent recommendations on all college personnel matters; recommending appointments of department chairs and program coordinators; and supervising department chairs, program coordinators, and the staff of professional, technical, and clerical personnel. The Dean also has responsibility for providing effective leadership in responding to the increasing ethnic diversity and international character of the university, and in promoting Affirmative Action and educational equity efforts in the college and university. The Dean plays a major role in developing external relations with organizations and individuals in the community and government, and in seek supplemental external support for the college. The Dean represents the college in the university and community, and performs other duties as assigned by the Provost and Vice President for Academic Affairs.

Qualifications:
Earned doctorate from an accredited institution or its equivalent; qualification for a faculty appointment at an advanced rank within one of the departments of the college; demonstrated competency in university teaching; a record of scholarly and/or creative accomplishments; a record of successful academic administrative experience at the level of department chair or above including resource management and academic personnel decisions. Demonstrated ability to: lead and support the College in its commitments to excellence in teaching, scholarly research/creative activity, and the preparation of teachers; promote efforts to incorporate multicultural and international perspectives into the college academic programs and to foster a positive climate for a diverse and equitable community and students consonant with the university’s efforts to promote cultural diversity and educational equity; seeking supplemental external support; establish and maintain effective and positive working relationships with students, faculty, and staff; and be an articulate spokesperson for the college within the university and a builder of relationships between the college and the community.

Salary/Benefits: Salary is dependent upon qualifications. The university offers excellent fringe benefits.

Effective Date of Appointment: No later than August 1, 2010.

Applications: Candidates must submit a cover letter, a current resume including the names of three professional references, and salary history for the last five years. Review of applications begins November 15, 2009 and continues until position is filled. Submit application to: Chair, Search and Screen Committee (Dean of Humanities) c/o Office of the Provost and Vice President for Academic Affairs, California State University, Northridge, 18111 Nordhoff Street, Northridge, CA 91330-8200

The university is an Equal Opportunity/Affirmative Action employer and does not discriminate against persons on the basis of race, religion, national origin, sexual orientation, gender, marital status, age, disability, disabled veteran or Vietnam-era veteran status.

In compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, California State University, Northridge has made crime-reporting statistics available online at www-admn.csun.edu/publicsafety/police/crimereport.htm. Print copies are available in the library and by request from the Office of Public Safety and the Office of Faculty Affairs.

Applicants who wish to request accommodations for a disability may contact the Office of Equity and Diversity, (818) 677-2077
APPENDIX C

SAMPLE FIRST EVALUATION AND DISPOSITION SHEET
DEAN, COLLEGE OF HUMANITIES
(Note: The evaluation instrument must be based on the position description in the MVA)

Applicant: ___________________________  Applicant No.: ______

Current Position: ___________________________  Approved by: ___________________________

Institution: ___________________________  Date: __________

1. **First Evaluation**

   **A. Academic and Technical Qualification**
   
   1. Earned doctorate or appropriate terminal degree in a related discipline from an accredited institution or equivalent  ____ ____ ____
   
   2. Qualified for advanced rank faculty appointment in a College of Humanities Department  ____ ____ ____
   
   3. Evidence of scholarly and/or creative professional accomplishments  ____ ____ ____
   
   4. Evidence of college or university teaching experience  ____ ____ ____

   **B. Administrative Experience**
   
   1. Successful academic administrative experience as Department Chair or above  ____ ____ ____
   
   2. Demonstrated ability in seeking external support  ____ ____ ____
   
   3. Demonstrated ability to be an articulate spokesperson for the College within the University and in the community  ____ ____ ____
   
   4. Demonstrated ability to develop positive relations with students, faculty, and staff  ____ ____ ____
   
   5. Demonstrated ability to promote cultural diversity and educational equity  ____ ____ ____

   **C. Meets Minimum Qualifications**  ____ ____ ____

   **Evaluator:** ___________________________  **Date:** _________________
# Sample Second Evaluation and Disposition Sheet

**Dean, College of Business and Economics**

*(Note: The evaluation instrument must be based on the position description in the MVA)*

---

Approved by: 

Director, Office of Equity and Diversity

Date: 

---

**Applicant:** 

**Applicant No.:** 

---

**Evaluation Code:**  

- O = Outstanding  
- G = Good  
- S = Satisfactory  
- W = Weak  
- N = Not Acceptable  
- U = Unknown

---

1. Earned doctorate from an accredited institution  

2. Demonstrated ability to provide effective and innovative leadership

3. Effective communication skills

4. Demonstrated ability to make independent recommendations on all college personnel matters

5. Proven experience as a successful supervisor of technical and clerical personnel

6. Successful experience managing relations with accrediting agencies

7. Demonstrated ability to develop and administer the instructional program

8. Proven ability to lead curricular improvement and innovation

9. Demonstrated ability to plan and administer the college budget

---
10. Demonstrated ability to work collaboratively with students, faculty, university administrators, alumni, and business/community leaders

11. Demonstrated ability to sustain an environment supportive of
   a. research, scholarship, creative activity
   b. teaching
   c. academic excellence

12. Demonstrated ability to represent the college in the university and community

13. Demonstrated ability to build strong relationships with the business community

14. Record of successful fundraising and other development activities

15. Demonstrated ability to provide effective leadership in responding to the increasing ethnic diversity and international character of the university and its service area

OVERALL SUMMARY

RECOMMENDATIONS:

a. Keep in top finalist pool
   YES NO

b. Reserve pool – possible finalist
   YES NO

c. Drop from finalist and reserve pool at this time
   YES NO

Reviewer: ____________________________
DATE

>Nama>
<Address>
<City, State, Zip>

Dear <Name>:

Thank you for your interest regarding the position of the Dean of the College of <Name of College> at California State University, Northridge.

This letter is to acknowledge receipt of your application letter and supporting materials. The Search and Screen Committee will be reviewing all applications and you will receive further information regarding the status of your candidacy.

Please complete the enclosed Affirmative Action survey form and return it in the enclosed postage-paid envelope to the Office of Equity and Diversity. Applicants who wish to request accommodations based on a disability should contact the Office of Equity and Diversity at (818) 677-2077.

Again, thank you for your interest in the position and California State University, Northridge.

Sincerely,

>Nama of Search Committee Chair>, Chair
Search and Screen Committee for
<Position Title>
Dear Applicant:

Thank you for your interest in employment with California State University, Northridge.

Our University is interested in reaching the broadest possible group of qualified applicants. This survey has been devised to assist us in monitoring the effectiveness of our recruitment efforts, and to assist in collecting data which is required for compliance with State, Federal and University reporting requirements. Your cooperation in the timely completion and return of this form is most appreciated. A self-addressed stamped envelope has been enclosed for your convenience. While your reply will be most helpful to us in carrying out our administrative responsibilities, return of this form is entirely voluntary. This form will be retained in the Office of Equity and Diversity and will not be made available to the department.

Thank you for your cooperation!

AREA OF RESIDENCE:  

☐ Southern California  ☐ Northern California  ☐ Other

Please indicate Other__________________________________________

GENDER:  ☐ Female  ☐ Male

AGE 40 OR OLDER:  ☐ Yes  ☐ No

DISABLED:  ☐ Yes  ☐ No

ETHNIC ORIGIN:  Please click the box corresponding to the ethnic origin with which you most closely identify. Click one box only.

☐ Black (Not Hispanic) – Person of Black African descent.

☐ Asian – Person of Japanese, Chinese, Korean, Vietnamese, Asian Indian, Thai or similar descent other than Pacific Islander or Filipino.

☐ Hispanic/Latino – Person of Mexican, Puerto Rican, Cuban, South or Central American or other Spanish descent.

☐ White (Not Hispanic) – Person of European, North African or Middle Eastern descent.

☐ Pacific Islander – Person of Hawaiian, Samoan, Guamanian, Polynesian, Fiji or Tahitian descent.

☐ Native American – Person of American Indian, Eskimo, or persons of origins in any of the original peoples of North America.

☐ Filipino – Person of Filipino descent.

☐ Other / Unknown.

HOW DID YOU LEARN ABOUT THIS VACANCY?

☐ Advertisement  Where? ____________________________

☐ Bulletin Announcement  Where? ____________________________

☐ Professional Meeting  Which? ____________________________

☐ Social/Service Agency  Which? ____________________________

☐ Word of Mouth  ☐ Colleague  ☐ Relative  ☐ Friend  ☐ Northridge Faculty Member  ☐ Other Person

☐ Other source  Which? ____________________________

CHECK IF APPLICABLE:

☐ VETERAN:  Period of service: From: ___________ To: ___________

☐ DISABLED VETERAN:  Are you receiving 30% or more compensation?  ☐ Yes  ☐ No  ☐ N/A

Faculty Hire Number Identification (To be filled in by the department prior to mailing):

Faculty Hire No.: ____________________________ Department: ____________________________
APPENDIX F
SAMPLE LETTER OF ELIMINATION

DATE

<Name>
<Address>
<City, State, Zip>

Dear <Name>:

The Search and Screen Committee wishes to apprise you of the developments that affect your interest in the position of Dean of the College of <Name of College> at California State University, Northridge.

A large number of well-qualified persons have applied for the position. While we appreciated the opportunity to review your application, it was not selected for further consideration. Your application was carefully reviewed by the Committee but it was determined that you are not among those candidates whose background most closely meets the needs of this position.

Thank you for your interest in California State University, Northridge.

Sincerely,

<Name of Search Committee Chair>, Chair
Search and Screen Committee for
<Position Title>
1. Explain to person contacted why you are making the call.

__________________________ has applied for the position of Dean of the College of Health and Human Development at California State University, Northridge and your name was supplied as a reference. We have a series of questions we are using for these telephone evaluations. Would you be willing to respond?

2. Briefly explain functions and responsibilities of the Dean of the College of Health and Human Development.

The Dean of the College of Health and Human Development reports to the Provost and Vice President for Academic Affairs and oversees the College’s departments and programs. The Dean has primary responsibility for determining proper use of allocated resources and, in cooperation with the faculty, for maintaining and improving the quality of instruction; for creating and sustaining an environment supportive of excellence in research, scholarship and teaching within the context of a learning organization; and for planning and administering the College’s budget. The Dean plays a major role in developing and maintaining external relations with organizations and individuals in the community and in government and in seeking supplementary external support for the College.

3. How long and in what capacity have you known the candidate? How well has the candidate performed in that position?

4. What kind of experience has the candidate had in working with faculty/staff on personnel issues in a collective bargaining environment?

5. What is your assessment of the candidate’s skills in supervising faculty and staff?

6. How successful has the candidate been in dealing with budget planning and administration?

7. Does the candidate appear to have a vision of the future for his/her department/college? How well has the candidate developed and implemented plans to achieve that vision?

8. Please give me an example or explain how the candidate has been supportive of research, scholarship, and/or creative activity
9. How has the candidate shown leadership in developing relations both within the organization and with outside organizations?

10. How successful has the candidate been in securing external funding (grants, private donors, foundation grants, etc)?

11. CSUN has a culturally diverse environment. Please comment on the candidate’s sensitivity to these issues.

12. Would your university hire this person as a dean? Why or why not?

13. Are there any other strengths or weaknesses we should know about this candidate in evaluating his/her qualifications for the position of Dean?

14. Is there anyone else whom we should contact for further information about the candidate’s qualifications for the Dean’s position at CSUN?

Additional comments:
APPENDIX H

DEAN OF THE COLLEGE OF ENGINEERING & COMPUTER SCIENCE
CANDIDATE SCHEDULE

(CANDIDATE NAME)

MONDAY, APRIL 12, 2010

9:00 – 10:15 AM  Search Committee
                 Location: University Hall 277

10:15 – 11:00 AM  Provost’s Council
                  Location: University Hall 277

11:00 – 12:00 PM  Campus Tour

12:00 – 1:30 PM  Lunch with Department Chairs
                 Location: University Club

1:30 – 2:30 PM  Open Meeting with College of Engineering and Computer Science
                Faculty and Staff
                Location: University Hall 277

2:30 – 3:00 PM  Break

3:00 – 5:00 PM  Presentation and Reception
                Location: University Hall 277

5:30 PM  Dinner with Committee Members

TUESDAY, APRIL 13, 2010

8:00 – 9:00 AM  Provost
                Location: University Hall 220

9:00 – 9:30 AM  Dean’s Staff
                Location: University Hall 277

9:30 – 10:15 AM  Director of Development
                  Manager of Academic Resources
                  Location: University Hall 277

10:15 – 11:15 AM  Open Meeting with College of Engineering and Computer Science
                  Students
                  Location: University Hall 277

11:15 –12:00 PM  Department of Mechanical Engineering Personnel Committee
                  Location: University Hall 277
APPENDIX I

HHD Dean Search and Screen Committee Interview Questions

Candidate Name ______________________________________ Date _______________________

1. As an administrator, what has been the most difficult situation you have had to handle and how did you resolve it?

2. Please identify what you see as the current trends in higher education. Give these trends and your knowledge of the College of Health and Human Development, what would be your vision for the college in the next five years?

3. We aspire to be an innovative, collaborative, learning community of students, staff and faculty who foster the optimal potential and development of our members and whose we serve. Please comment on how this vision complements your own vision for the college.

4. What priority would you assign towards supporting faculty research? In what way(s) would you assist faculty committed to conducting research?

5. A number of recent activities in the college have focused on efforts to enhance interdisciplinary, cross-disciplinary, and integrated studies. How would you facilitate the continuation of such efforts?

6. In the disciplines represented in the college, there are many opportunities for service to the community. What should be the balance between research, service to the university, and service to the community?

7. A Dean must maintain open lines of communication with a variety of different constituencies (Provost’s Office, Provost’s Council, faculty in each department, department chairs, staff, and faculty governance committees). The person in the position will be dealing with very sensitive issues (personnel decisions, space and resource allocations). What skills do you have and what techniques and strategies would you use to facilitate productive communication?

8. What is your experience with fundraising and development activities? How would you propose to meet University expectations in these areas?

9. What is it about this position that interests you? Why do you wish to leave your current position?
MEMORANDUM

To: President Jolene Koester

From: Search and Screen Committee for Dean, College of Engineering and Computer Science; <Names of Committee Members>

Date: March 19, 2010

Subject: Final Report of the Search and Screen Committee for Dean, College of Engineering and Computer Science

In compliance with the procedures in the approved University Search and Screen Manual, the following report is submitted.

The Search and Screen Committee wishes to recommend to you for your consideration for Dean, College of Engineering and Computer Science the following four candidates listed in alphabetical order:

CANDIDATE 1
CANDIDATE 2
CANDIDATE 3
CANDIDATE 4

The candidate qualities the Search and Screen Committee was looking for include: leadership with an understating of the important role of faculty governance, forward thinking, experience with capital development, and experience with student recruitment and retention techniques.

These four candidates met all of the criteria for the position; however, in the opinion of the Committee, we found (NAME) and (NAME) to be the mostly highly qualified.

A fifth candidate, (NAME), was brought on to campus for an interview but in the opinion of the Committee, the candidate’s aspirations did not fit with the position and there were concerns about his management style (very top-down) and minimal experience in recruitment and retention of students in engineering.

It needs to be stated that many of the candidates asked that we maintain confidentiality in not contacting people other than those on the lists of references they provided. The Committee has honored these requests, but this creates a situation in which the Committee cannot verify various aspects of the candidates’ performance. The Committee strongly recommends that additional background checks be preformed before any offer is made.

A brief summary of the background and qualifications of each of the finalist candidates follows. The resumes of the candidates are attached.

(BRIEF SUMMARY OF EACH FINALIST CANDIDATE)
Search Procedures

The procedures employed in this search are those listed in the approved University Manual of Procedures for Search and Screen Committees for Academic-Administrative Positions.

The Search and Screen Committee met initially on October 15, 2009 with Provost Harry Hellenbrand, Robert Foldesi, Associate Vice President for Human Resources, Jo Ann Fielder, Director of Equity and Diversity, and Penelope Jennings, Associate Vice President for Faculty Affairs to discuss the charge to the committee and its responsibilities. By the end of the second meeting on October 22, 2009, a recruitment timetable (Attachment #1) and a recruitment plan (Attachment #2) were established. The committee also reviewed the position description for the Performance Program (Attachment #3) and the position announcement (Attachment #4) at the second meeting. These were approved by Jo Ann Fielder.

The position was announced shortly thereafter in the following publications:

- CSU, Northridge Employment Opportunities
- Chronicle of Higher Education
- CSU Careers
- HigherEdJobs.com
- IEEE Computer Society
- Insider Higher Ed
- Communications of the Association for Computing Machinery
- IEEE Spectrum
- American Society of Civil Engineers
- Society of Manufacturing Engineers
- ASEE PRISM, American Society for Engineering Education
- American Society of Mechanical Engineers
- Society of Women Engineers

The position was designated as “open until filled” with an initial application screening date of January 14, 2009. Thirty-three applications were received as of that date.

All applicants were initially screened independently by all of the members of the committee. An application evaluation and disposition form (Attachment #5) was used by the committee members to evaluate the candidates. The committee then met as a whole to separate the candidates into three categories: 1) those who did not meet minimum qualifications, 2) those who met the minimum qualifications but who were weak in certain areas as compared to other candidates, and 3) those who were highly qualified and who should be considered for an interview. There were seven applicants in the highly qualified category. References were checked via telephone calls using a formal set of prepared questions (Attachment #6) on each of the applicants in category #3 plus the top applicant from category #2. An additional evaluation form was completed for those eight applicants (Attachment #7). Based on the telephone reference checks and evaluation forms, we invited the following five candidates for on-campus interviews: CANDIDATE 1, CANDIDATE 2, CANDIDATE 3, CANDIDATE 4, CANDIDATE 5.

The evaluation criteria used to evaluate the candidates and the procedures used to select the candidates to be interviewed were approved by Jo Ann Fielder.

Candidates were invited to campus for one and a half day interviews. Each candidate met with the Search and Screen Committee during which a set of formally prepared interview questions (Attachment #8) was used.

The candidates were also interviewed by:
In addition to the formal interviews, each candidate was asked to give a 30-minute presentation to the college faculty and staff on “the future of engineering and computer science at CSU, Northridge or in terms of the professions as a whole” followed by about 30 minutes of informal discussion. Each candidate was also given a tour of the campus, lunch with as many members of the Search and Screen Committee who could attend (usually about four), and dinner with the Committee Chair, normally one other Committee member, plus one or two members of the College of Engineering and Computer Science.

At the conclusion of the interview process the Search and Screen Committee met to evaluate the candidates brought on campus. The committee selected the four candidates listed above as the finalists for the position of Dean, College of Engineering and Computer Science.

In accordance with the procedures in the Search and Screen Manual, this report is being submitted to the Personnel Planning and Review Committee on March 20, 2010.
APPENDIX K

SEARCH AND SCREEN CHECKLIST – COMMITTEE MEMBERS

1. Position description drafted/updated (appointing administrator)
2. Vacancy announcement drafted (Equity & Diversity, AVP of HR)

During the first meeting, the Committee:

3. Elects the Chair
4. Reviews the vacancy announcement and determines where to place the ad
5. Establishes timetable
6. Develops a recruitment plan, which must be approved by Equity & Diversity

After the first meeting:

7. Appointing administrator approves announcement and sends a copy to each committee member and the AVP of Human Resources
8. Ads are placed by the office of the AVP of Human Resources
9. Letter of acknowledgement sent to each applicant
10. Evaluation instruments devised by Committee and approved by Equity and Diversity prior to initial screening
11. Candidate pool is narrowed. Committee members fill out evaluation instrument for each candidate
12. Equity and Diversity reviews files to determine if all candidates were given equal consideration
13. Reference checks done by Committee members
14. A list of interview questions to be asked of each candidate should be drawn up before the first interview
15. Evaluation sheets should be drafted for all who meet with the candidate (to be returned to the Committee)
16. Top candidates are invited to campus for full interviews
17. Interview schedule is arranged (administrative support)
18. Committee members arrange who will take care of candidates while they are on campus
19. Finalists are recommended
20. If requested by the appointing administrator, a draft copy of the committee report may be made available to the appointing administrator. Additionally, committee members may meet with the appointing administrator at this time to discuss the recommendation of finalists and the report
21. Final report to Equity & Diversity, PP&R, and President drafted

22. Members of the Committee present the report to PP&R and answer any questions

23. If they have not done so previously, the Committee Members meet with the appointing administrator to discuss the recommendation

24. The appointing administrator does additional reference checking and makes the final offer

25. Search files are closed and deposited in the Office of Human Resources
APPENDIX L

SEARCH AND SCREEN CHECKLIST – COMMITTEE CHAIR

The Chair is responsible for ensuring that the following duties are accomplished:

1. Establishing a timely schedule
2. Drafting form letters
3. Establishing and maintaining files
4. Logging application materials
5. Developing evaluation instruments based upon the qualifications cited in the vacancy announcement
6. Certification by Equity and Diversity is attained
7. Scheduling interviews
8. Attending to off-campus applicants’ well-being – housing, transportation, special needs, etc.
9. Confirming candidates’ continuing interest
10. Making telephone reference checks
11. Writing the final report

These are the minimal duties; an active chair will initiate networking contacts as soon as possible. Also, please discuss these duties with the person who is providing administrative support.
APPENDIX M

SEARCH AND SCREEN CHECKLIST – ADMINISTRATIVE SUPPORT

1. Work closely with chair in completion of all tasks
2. Type any forms for the Committee
3. Send acknowledgement letters to each applicant
   - get chair’s permission to sign his/her name on letters
   - attach an AA-1 form with return envelope
   - keep a copy of the letter for the file
4. Notify Committee members when applications are received
5. Make all arrangements for the campus interviews
   - chair calls to get dates of availability for each candidate
   - check dates with key people: Provost, Committee, etc.
   - call candidates back to verify the date of their visit
   - candidate should arrange for own travel, to be reimbursed
   - contact all people who will be interviewing the candidates and arrange the schedule for each candidate (including room reservations)
   - make hotel reservations (bill to University)
   - process reimbursements for expenses during the campus visit
6. Send letters to unsuccessful candidates notifying them that they have not been selected for the position
7. Contact Committee members to sign final report; after it has been signed by all, make copies for PP&R. Be sure to stamp it “Confidential”
8. Collect all required information at the conclusion of the search for the Search and Screen Committee

Summary
APPENDIX N

GUIDELINES RESPECTING ACTING AND INTERIM ADMINISTRATIVE APPOINTMENTS
Approved August 5, 2004

1. The Administrative Candidates Registry

At the beginning of each academic year, the Office of Equity and Diversity will advertise the existence of an Administrative Candidates Registry, known as the Registry, to all employees at CSUN in @CSUN, and to individuals on neighboring campuses through appropriate means. Those interested in administrative appointments may submit a short vita stating their interest and experience which will be kept on file at CSUN in the Office of Equity and Diversity.

2. Specific Procedures for all Acting and Interim Appointments

These procedures will be used for acting and interim appointments for full-time administrative positions which (1) are covered by Section 600, Academic Personnel Policies and Procedures, (2) are above the level of department chair, and (3) are for a period of one semester or longer. Normally an acting or interim appointment should last for a period of one year or less unless a longer appointment is necessary for recruitment, business operations or other institutional concerns. With the concurrence of the Appointing Administrator and the Personnel Planning and Review Committee, appointments may be longer than one year. Acting or interim appointments will not result in permanent appointments without a search conducted in accordance with the Search and Screen Manual.

Prior to the appointments of any individual to an acting or interim administrative position, the following steps will be followed:

STEP 1  The Assistant Vice President, Human Resources will provide a draft of the Performance Program and Management Vacancy Announcement for the vacancy to the Appointing Administrator. The Appointing Administrator will confer with the Chair of the Personnel Planning and Review Committee and the Director of Equity and Diversity. One of the criteria for appointments to any administrative office should be the candidate’s demonstrated commitment to equity and diversity.

STEP 2  The Assistant Vice President, Human Resources will post the Management Vacancy Announcement as appropriate and place any paid advertising. The Director of Equity and Diversity will announce the existence of the vacancy by mail to those in the Registry.

STEP 3  The Selection Committee, if one exists, or the appropriate administrator, will meet with the Director of Equity and Diversity and describe the procedures followed in arriving at the list of final candidates for the position. The Director will certify that proper attention was paid to equity and diversity procedures during the search or suggest corrective measures to be taken before the final decision regarding the appointment is made.

STEP 4  The Appropriate Administrator will meet with the Personnel Planning and Review Committee and describe the procedures followed in arriving at the list of final candidates for that position. PP&R will review the search procedures to determine if the search was conducted in accordance with University rules. After reviewing the search procedures, PP&R will
(1) approve the procedures or
(2) notify the appointing administrator if there is a need for a corrective action with specific recommendation for the corrected action.

STEP 5 Upon receipt and review of the findings and recommendations of the Appointing Administrator and the Personnel Planning and Review Committee, the President will make the final decision regarding the appointment.