



Search and Screening Procedures for Administrators - Handbook Changes

RES 242509

FAC and BPC

RESOLVED: The following changes be made to the University Handbook (additions in **bold underline**, deletions in ~~strikethrough~~).

MARKED UP VERSION

309 Search and Screening Procedures for Administrators

309.1 General Policy

Although the President or his/her designee is the appointing officer for all administrative positions, the principles of shared governance dictate that faculty, staff, students and administrators shall also be involved in the selection process where appropriate. As the faculty have primary responsibility for the educational mission and functions of the University, faculty members shall play a major role in search and screening for academic administrators.

A major responsibility of the University in recruitment and retention of administrators is to secure the most qualified individuals. Therefore, appointments to administrative positions shall be based on ability and fitness for the position as set out in the criteria for selection and the stated roles and responsibilities of the office. Appointments shall conform to policies of the CSU Board of Trustees.

In cases involving the selection of academic administrators who have the potential for exercising retreat rights to a faculty position, faculty will play a central role in establishing qualifications for the position, in the screening of candidates for appointment, and in formulating the recommendations submitted to the appropriate administrator. Committees established for the purpose of screening candidates for academic administrative appointments shall have a majority of faculty members. In other cases, where the function of the administrator is mainly advisory to the President or does not include academic policy decisions, the faculty's role in the search shall reflect the extent of legitimate faculty interest in the position.

Academic Senate

California State University, Bakersfield
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In recognition of the principles of shared governance as well as their importance to the university, both staff and students shall participate in the selection of all administrators where appropriate. Representation on Search and Screening Committees shall be determined by the relationship of the office or position to staff and student activities.

In case a search firm is hired to assist in the search and screening process, please refer to 309.12 for additional guidance.

309.2 Policies on Diversity

The hiring practices of the University shall be in compliance with the policies of the CSU Board of Trustees and all applicable EEO/AA/ADA legislation. University policy dictates that the search and screening process shall not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, marital status, pregnancy, age, disability or veteran's status. The University recognizes its moral and legal obligations to strive for a composition of personnel that accurately reflects the profile of ethnic minorities and gender in the labor force from which it draws. To meet these obligations, the University will aggressively seek applications from ethnic minorities and women where their representation is below the standards of the labor force. The Diversity Officer of the University provides basic information, advice and counsel for all Search and Screening Committees.

309.3 Responsibilities of the Search and Screening Committee

The responsibilities of each Search and Screening Committee, in cooperation with the appointing officer, include formulating criteria for selection appropriate to the stated roles and responsibilities of the position, developing a position announcement, recruiting and screening candidates, and recommending to the appointing officer only qualified and acceptable candidates. The committee, in cooperation with the appointing officer, establishes a calendar, with milestones, for accomplishing its responsibilities.

It is also the responsibility of the committee to keep complete and accurate records of the selection and recommendation process. **This may include requesting documentation and records from the search**

firm. Upon the discharge of the committee, the chair shall forward these records to the appropriate administrative officer for retention pursuant to university policy.

In all cases the chair shall act in consultation with the search and screening committee.

In case a search firm is hired to assist in the search and screening process, please refer to 309.12 for additional guidance.

309.4 Confidentiality of Search and Screening Committee Activities

Each Search and Screening Committee, in cooperation with the appointing officer, has the responsibility to protect the integrity of the search and screening process. All committee deliberations and consultations shall remain confidential. Violations of this confidentiality shall be considered a breach of professional ethics. Except for matters of direct consultation, attendance at all meetings of the committee shall be restricted to official members of the committee. No persons outside the formal membership of the committee shall be present when deliberations are in progress. Appropriate safeguards shall be taken to ensure the confidentiality of all committee records.

The chair of the committee may invite the appointing officer or a member of the search firm to their deliberations at their discretion.

In any search, after consulting with the search committee, the appointing officer may also:

- A. **promote the position to potential candidates or/and answer questions raised by the potential candidates before a time when the search committee starts to review candidates.**
- B. **speak with the recommended candidates before scheduled campus visits take place.**

If a search firm is hired to assist in the search and screening process, please refer to 309.12 for additional guidance.

309.5 Composition of the Search and Screening Committees Administrators

Search and screening committees for positions concerning faculty and academic matters shall consist of the membership outlined below. Faculty shall make up a majority of the total membership of the search committee for the following positions: Provost and Vice President for Academic Affairs, Associate/Assistant Vice President for Faculty Affairs, Associate Vice President for Academic Programs/Dean of Undergraduate and Graduate Studies, all Academic Deans, and Associate/Assistant Academic Vice Presidents. *(Revised 7-02-20)*

The appointing officer shall assure the selection of the Search and Screening Committees as follows:

- A. For university-wide positions: five full-time tenured faculty members one from each ~~school~~ College and one at-large (drawn from the General Faculty including librarians, counselors, and coaches). For individual ~~school~~ **College**, Library or Antelope Valley Dean positions: four full-time tenured faculty members drawn from and elected by the affected constituency. *(Revised 7-02-20)*
- B. One **academic** administrator appointed by the appointing officer in consultation with the Cabinet.
- C. One student selected by the Executive Committee of Associated Students, Inc.
- D. One staff member jointly selected by the appointing officer and the Executive Committee of the Academic Senate.
- E. Additional members may be added, when appropriate by the Appointing Officer and the Executive Committee of the Academic Senate maintaining the majority faculty membership. The appointments shall be made to assure representation of the entire university.
- F. The search committee shall elect its chair. In the case of cabinet level positions, the President in consultation with the search committee will appoint the chair.

The search and screening committees for other administrative positions (excluding assistant or associated deans) shall be as follows: *(Revised 7-02-20)*

- a. One full-time tenured faculty member, representative of and elected by the affected constituency. *(Revised 7-02-20)*
- b. One administrator appointed by the appointing officer in consultation with the Cabinet.
- c. One student selected by the Executive Committee of Associated Students, Inc.
- d. One staff member jointly selected by the appointing officer and the Executive Committee of the Academic Senate.

- e. Additional members may be added, when appropriate by the Appointing Officer and the Executive Committee of the Academic Senate. The appointments shall be made to assure representation of the entire university.

309.6 Roles and Procedures of the Search and Screening Committees

- a. **The appointing officer or their designee shall call for the necessary elections and appointments to form the Search and Screening Committee as soon as possible following the announcement of a vacancy. The appointing officer may, at their discretion, hire a search firm to assist in the recruitment process.**
- b. The appointing officer or ~~his/her~~ **their** designee shall convene the first session of the Search and Screening Committee to discuss the agreed upon roles and responsibilities of the position, the qualifications needed in a nominee/applicant for the position, and the criteria for selection. The committee, in consultation with the appointing officer, shall establish a calendar, with milestones, for the completion of its work.
- c. At the beginning of the process, the **Chief** Diversity Officer of the University or designee shall meet with the committee to discuss issues, strategies, and procedures to be implemented during the search and screening process that will help meet the moral and legal obligations of the University in achieving diversity among its administrators.
- d. The committee shall elect its chair.
- e. A majority of the committee members shall constitute a quorum; **no meeting shall take place unless a quorum is achieved.** ~~, although~~ Every effort shall be made to have attendance of all committee members at each meeting. **Faculty availability shall be prioritized.**
- f. Except for matters of direct consultation, attendance at meetings of the committee shall be restricted to members of the committee. No one outside the committee shall be present when deliberations are in progress. **The chair of the committee may invite the appointing officer or a member of the search firm to their deliberations after consultation with the search and screening committee.**
- g. The Search and Screening Committee, in consultation with the appointing officer, shall prepare a vacancy announcement and position descriptions that are widely distributed. The committee shall determine and prioritize the qualifications required for the position commensurate with the roles and responsibilities of the position.
- h. The Search and Screening Committee shall establish appropriate procedures for receiving applications/nominations, acknowledging receipt of all materials, **and** reviewing all materials received. ~~and performing background checks.~~ **In any case, all application materials provided by the candidate will be made available to the Search and Screening Committee.**

- i. Upon completion of the review of the applicants, the committee shall recommend those candidates who should be brought to campus for interviews. **The appointing officers and representatives of a search firm may contact candidates after consulting with the search committee.**
- j. For retreat rights and potential tenure purposes, candidates shall be interviewed by the academic department in which they are seeking retreat rights, at which time the department will forward to the Search and Screening Committee a recommendation assessing the candidate's potential for the reward of tenure. A negative recommendation from the department regarding a particular applicant is to be considered a right of refusal to accept the candidate in that department.
- k. Any recommendation for tenure upon appointment would normally be restricted to those applicants who have been, or are currently, tenured by an accredited academic institution of higher education. Applicants without such a record shall be evaluated for tenure according to criteria jointly established by the appropriate department, the dean, and the P&VPAA.
- l. Opportunity shall be provided for all members of the university community (including, but not limited to, faculty, staff, students, alumni, and other "friends" of the university) to meet candidates during interviews.
- m. After completion of interviews, the Search and Screening Committee shall seek out and consider the observations and opinions of all those individuals who had an opportunity to meet with the candidates before making its final recommendations.
- n. The committee shall forward to the appointing officer and President a list of all acceptable candidates. The committee shall provide in writing a detailed rationale for its recommendations. Under normal circumstances at least three candidates shall be recommended to the appointing officer and President. The appointing officer and President shall meet with the members of the committee to discuss their evaluations of the recommended candidates.
- o. If none of the candidates recommended by the committee accepts the position offer, the appointing officer and President shall meet with the committee to determine whether any acceptable candidates remain in the applicant pool. If the committee, in consultation with the appointing officer and President, determine there are no further acceptable candidates, the search process shall begin anew.
- p. All records, deliberations, and consultations throughout the search and screening process shall remain strictly confidential.

309.7 Appointment of Interim Non-Academic University-Wide Officers

- a. This policy shall apply to the interim appointments of the VPBAS, VPSA, and VPUA. New positions that are similar in nature shall also be subject to this policy.

- b. When a vacancy in one of these positions occurs, the President shall confer with the Executive Committee of the Academic Senate, to determine if there is sufficient time for recruitment, the appointment of a replacement. If there is insufficient time to find a replacement before the office is vacated, an interim appointment shall be made. Such appointments will be made after consultation with the Executive Committee of the Senate and members of the representative units affected by the appointments.
- c. Interim appointments are intended to be temporary, and should not exceed 18 months. These appointments may be renewed after following the above procedures.

309.8 Appointment of Interim Provost and Vice-President for Academic Affairs

- a. When a vacancy occurs, the President shall confer with the Executive Committee of the Academic Senate to determine if there is sufficient time for recruitment and appointment of a replacement. If there is insufficient time to find a replacement before the office is vacated, an interim appointment shall be made. Such appointments will be made after consultation with the Executive Committee of the Senate and members of the representative units affected by the appointments.
- b. Interim appointments are intended to be temporary, and should not exceed 18 months. These appointments may be renewed after following the above procedures.

309.9 Appointment of other Interim University-Wide Academic Administrators

- A. This policy shall apply to the interim appointments of other academic administrators whose responsibilities include making academic policy decisions that affect the entire university which includes the Assistant Vice President for GRASP, the Associate Vice President for Academic Programs, the Associate Vice President for CSU Bakersfield Antelope Valley (*Revised 06-28-18 Name Change*), the Associate Vice President for Faculty Affairs, the Dean of Academic Programs, and the Dean of the Division of Extended Education and Global Outreach (*Revised 07-10-17 Name Change*). New positions that are similar in nature shall also be subject to this policy.
- B. When a vacancy occurs, the P&VPAA shall confer with the Executive Committee of the Academic Senate to determine if there is sufficient time for recruitment and appointment of a replacement. If there is insufficient time to find a replacement before the office is vacated, an interim appointment shall be made. Such appointments will be made after consultation with the Executive Committee of the Senate and members of the representative units affected by the appointments.
- C. Interim appointments are intended to be temporary, and should not exceed 18 months. These appointments may be renewed after following the above procedures.

309.10 Appointment of Interim ~~School~~ College Deans

- a. When a vacancy occurs in a ~~school~~ college dean's position, the Provost and Vice President for Academic Affairs shall confer with the Executive Committee of the Academic Senate to determine if there is sufficient time for recruitment and appointment of a replacement. If there is insufficient time to find a replacement before the office is vacated, the appointment of an interim dean will be made by the Provost & Vice President for Academic Affairs. Such appointments will be made after consultation with the Executive Committee of the Senate, Department Chairs, members of the ~~school~~ college, and appropriate advising committees.
- b. Interim appointments are intended to be temporary, and should not exceed 18 months. These appointments may be renewed after following the above procedures.

309.11 Appointment of Interim ~~School~~ College Associate Deans

- a. When a vacancy occurs in an associate ~~school~~ college dean's position, the Dean shall confer with Department Chair to determine if there is sufficient time for recruitment and appointment of a replacement. If there is insufficient time to find a replacement before the office is vacated, the appointment of an interim Associate Dean will be made by the Provost upon recommendation of the Dean. Such appointments will be made only after the Dean has consulted with the Department Chairs, members of the ~~school~~ college, and appropriate advising committees.
- b. Interim appointments are intended to be temporary, and should not exceed 18 months. These appointments may be renewed after following the above procedures.

309.12 Additional Guidance When a Search Firm is Hired to Assist in the Search and Screening Process for Administrators

When a search firm is hired to assist in the search and hiring process:

- a. this search firm shall be distributed a copy of University Handbook Section 309 prior to being hired.
- b. the search and screening committee is given a copy of the contract detailing the responsibilities of the search firm.
- c. the search and screening committee may also assist in recruiting applicants.
- d. after obtaining approval from the committee, members of this search firm may be present in search committee meetings, as outlined in 309.6ef.

CLEAN VERSION

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- b. One academic administrator appointed by the appointing officer in consultation with the Cabinet.
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 - d. One staff member jointly selected by the appointing officer and the Executive Committee of the Academic Senate.
 - e. Additional members may be added, when appropriate by the Appointing Officer and the Executive Committee of the Academic Senate maintaining the majority faculty membership. The appointments shall be made to assure representation of the entire university.
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- e. Additional members may be added, when appropriate by the Appointing Officer and the Executive Committee of the Academic Senate. The appointments shall be made to assure representation of the entire university.

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- q. The appointing officer or their designee shall call for the necessary elections and appointments to form the Search and Screening Committee as soon as possible following the announcement of a vacancy. The appointing officer may, at their discretion, hire a search firm to assist in the recruitment process.
- r. The appointing officer or their designee shall convene the first session of the Search and Screening Committee to discuss the agreed upon roles and responsibilities of the position, the qualifications needed in a nominee/applicant for the position, and the criteria for selection. The committee, in consultation with the appointing officer, shall establish a calendar, with milestones, for the completion of its work.

- s. At the beginning of the process, the Chief Diversity Officer of the University or designee shall meet with the committee to discuss issues, strategies, and procedures to be implemented during the search and screening process that will help meet the moral and legal obligations of the University in achieving diversity among its administrators.
- t. The committee shall elect its chair.
- u. A majority of the committee members shall constitute a quorum; no meeting shall take place unless a quorum is achieved. Every effort shall be made to have attendance of all committee members at each meeting. Faculty availability shall be prioritized.
- v. Except for matters of direct consultation, attendance at meetings of the committee shall be restricted to members of the committee. No one outside the committee shall be present when deliberations are in progress. The chair of the committee may invite the appointing officer or a member of the search firm to their deliberations after consultation with the search and screening committee.
- w. The Search and Screening Committee, in consultation with the appointing officer, shall prepare a vacancy announcement and position descriptions that are widely distributed. The committee shall determine and prioritize the qualifications required for the position commensurate with the roles and responsibilities of the position.
- x. The Search and Screening Committee shall establish appropriate procedures for receiving applications/nominations, acknowledging receipt of all materials, and reviewing all materials received. In any case, all application materials provided by the candidate will be made available to the Search and Screening Committee.
- y. Upon completion of the review of the applicants, the committee shall recommend those candidates who should be brought to campus for interviews. The appointing officers and representatives of a search firm may contact candidates after consulting with the search committee.
- z. For retreat rights and potential tenure purposes, candidates shall be interviewed by the academic department in which they are seeking retreat rights, at which time the department will forward to the Search and Screening Committee a recommendation assessing the candidate's potential for the reward of tenure. A negative recommendation from the department regarding a particular applicant is to be considered a right of refusal to accept the candidate in that department.
- aa. Any recommendation for tenure upon appointment would normally be restricted to those applicants who have been, or are currently, tenured by an accredited academic institution of higher education. Applicants without such a record shall be evaluated for tenure according to criteria jointly established by the appropriate department, the dean, and the P&VPAA.
- bb. Opportunity shall be provided for all members of the university community (including, but not limited to, faculty, staff, students, alumni, and other "friends" of the university) to meet candidates during interviews.

- cc. After completion of interviews, the Search and Screening Committee shall seek out and consider the observations and opinions of all those individuals who had an opportunity to meet with the candidates before making its final recommendations.
- dd. The committee shall forward to the appointing officer and President a list of all acceptable candidates. The committee shall provide in writing a detailed rationale for its recommendations. Under normal circumstances at least three candidates shall be recommended to the appointing officer and President. The appointing officer and President shall meet with the members of the committee to discuss their evaluations of the recommended candidates.
- ee. If none of the candidates recommended by the committee accepts the position offer, the appointing officer and President shall meet with the committee to determine whether any acceptable candidates remain in the applicant pool. If the committee, in consultation with the appointing officer and President, determine there are no further acceptable candidates, the search process shall begin anew.
- ff. All records, deliberations, and consultations throughout the search and screening process shall remain strictly confidential.

309.7 Appointment of Interim Non-Academic University-Wide Officers

- d. This policy shall apply to the interim appointments of the VPBAS, VPSA, and VPUA. New positions that are similar in nature shall also be subject to this policy.
- e. When a vacancy in one of these positions occurs, the President shall confer with the Executive Committee of the Academic Senate, to determine if there is sufficient time for recruitment, the appointment of a replacement. If there is insufficient time to find a replacement before the office is vacated, an interim appointment shall be made. Such appointments will be made after consultation with the Executive Committee of the Senate and members of the representative units affected by the appointments.
- f. Interim appointments are intended to be temporary, and should not exceed 18 months. These appointments may be renewed after following the above procedures.

309.8 Appointment of Interim Provost and Vice-President for Academic Affairs

- a. When a vacancy occurs, the President shall confer with the Executive Committee of the Academic Senate to determine if there is sufficient time for recruitment and appointment of a replacement. If there is insufficient time to find a replacement before the office is vacated, an interim appointment shall be made. Such appointments will be made after consultation with the Executive Committee of the Senate and members of the representative units affected by the appointments.

- b. Interim appointments are intended to be temporary, and should not exceed 18 months. These appointments may be renewed after following the above procedures.

309.9 Appointment of other Interim University-Wide Academic Administrators

- a. This policy shall apply to the interim appointments of other academic administrators whose responsibilities include making academic policy decisions that affect the entire university which includes the Assistant Vice President for GRASP, the Associate Vice President for Academic Programs, the Associate Vice President for CSU Bakersfield Antelope Valley, the Associate Vice President for Faculty Affairs, the Dean of Academic Programs, and the Dean of the Division of Extended Education and Global. New positions that are similar in nature shall also be subject to this policy.
- b. When a vacancy occurs, the P&VPAA shall confer with the Executive Committee of the Academic Senate to determine if there is sufficient time for recruitment and appointment of a replacement. If there is insufficient time to find a replacement before the office is vacated, an interim appointment shall be made. Such appointments will be made after consultation with the Executive Committee of the Senate and members of the representative units affected by the appointments.
- c. Interim appointments are intended to be temporary, and should not exceed 18 months. These appointments may be renewed after following the above procedures.

309.10 Appointment of Interim ~~School~~ College Deans

- c. When a vacancy occurs in a college dean's position, the Provost and Vice President for Academic Affairs shall confer with the Executive Committee of the Academic Senate to determine if there is sufficient time for recruitment and appointment of a replacement. If there is insufficient time to find a replacement before the office is vacated, the appointment of an interim dean will be made by the Provost & Vice President for Academic Affairs. Such appointments will be made after consultation with the Executive Committee of the Senate, Department Chairs, members of the college, and appropriate advising committees.
- d. Interim appointments are intended to be temporary, and should not exceed 18 months. These appointments may be renewed after following the above procedures.

309.11 Appointment of Interim College Associate Deans

- c. When a vacancy occurs in an associate college dean's position, the Dean shall confer with the Department Chair to determine if there is sufficient time for recruitment and appointment of a replacement. If there is insufficient time to find a replacement before the office is vacated, the appointment of an interim Associate Dean will be made by the Provost

upon recommendation of the Dean. Such appointments will be made only after the Dean has consulted with the Department Chairs, members of the ~~school~~ college, and appropriate advising committees.

- d. Interim appointments are intended to be temporary, and should not exceed 18 months. These appointments may be renewed after following the above procedures.

309.12 Additional Guidance When a Search Firm is Hired to Assist in the Search and Screening Process for Administrators

When a search firm is hired to assist in the search and hiring process:

- e. this search firm shall be distributed a copy of University Handbook Section 309 prior to being hired.
- f. the search and screening committee is given a copy of the contract detailing the responsibilities of the search firm.
- g. the search and screening committee may also assist in recruiting applicants.
- h. after obtaining approval from the committee, members of this search firm may be present in search committee meetings, as outlined in 309.6.

RATIONALE: The requested changes address faculty concerns with the use of search firms during the search and screening of administration positions. These changes outline the roles and responsibilities of different entities involved within this process and protect faculty rights and the role of campus committees and representatives.

Distribution List:

President
Provost and VP for Academic Affairs
VP Student Affairs
AVP Faculty Affairs
AVP Academic Affairs and Dean of Academic Programs
~~School~~ College Deans
Dean of Libraries
Dean of Antelope Valley
Dean of Extended University and Global Outreach
Department Chairs
General Faculty

Approved by the Academic Senate: February 13, 2025
Sent to the President: February 24, 2025
President Approved: February 26, 2025