PROCEDURES FOR ADMINISTRATIVE APPOINTMENTS

I. CRITERIA FOR APPOINTMENT

1. A major responsibility of the university is to select and retain the most qualified administrators available to maintain the academic quality and integrity of the institution.

2. The basic criterion for any administrative position is “ability” and “fitness” for the position to be filled.

3. For purposes of this policy, “ability” requires that the candidate demonstrate that he/she possesses (a) the credentials and/or experience required for the position and (b) the skills necessary to perform the essential functions of the position.

4. For purposes of this policy, “fitness” requires that the candidate demonstrate that he/she possesses the skills essential for being a productive, cooperative, and collegial member of the university community.

II. RESPONSIBILITIES OF THE SEARCH COMMITTEE ¹

1. The primary initiative for recruitment lies with the appointing officer. The appointing officer or designee shall convene the first session of the search committee, outline the characteristics and responsibilities of the position, identify the required and preferred qualifications of candidates, and establish a deadline for the search committee to forward recommendations. A close and ongoing consultative relationship between the search committee and the appropriate administrator shall be maintained.

2. A search committee shall be composed as described in Section XIII of this policy.

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

4. If the hiring administrator does not appoint a chair, the search committee shall elect a chair from its membership.

5. The chair of the search committee is responsible for:
   a) Ensuring that each member of the search committee has been advised of law, CSU policy, and university policy which bear upon the search and nomination process.
   b) Ensuring that all policies and procedures regarding the search are adhered to by the members of the committee.
   c) Ensuring that the search is conducted in full compliance with law and university policy.
   d) Acting as a liaison between the search committee, appointing officer or designee, and Human Resources.
   e) Ensuring that all materials related to the application process are appropriately managed within the online recruitment requisition software system.
   f) Obtaining prior authorization from the appointing officer before inviting candidates for on-campus visits.
   g) Arranging schedules for telephone or teleconference interviews and campus visits.

¹ If deemed appropriate by the appointing officer, the same search committee may be used for multiple positions.
visits as appropriate.

h) Ensuring that campus visitations are handled properly and in a timely manner.

i) Developing a recruitment plan with Human Resources.

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

6. Each member of the search committee is responsible for compliance with law and all policies including, specifically, the requirement to maintain strict confidentiality.

7. The committee shall be governed by majority votes of the membership. However, it is preferable that the final recommendations should be the result of substantial, if not unanimous, agreement among the committee members.

8. Each member of the search committee is required to hold records, deliberations, and consultations related to the search confidential, unless otherwise required by this policy or law.

9. A search committee normally serves until the completion of its charge. However, under extraordinary circumstances and after consultation with Human Resources, the appropriate administrator may discharge the search committee at any time.

III. ROLE OF EMPLOYMENT SERVICES IN EQUAL EMPLOYMENT OPPORTUNITY

1. One of the focuses of Human Resources is to provide an ongoing review of the search process to promote Equal Employment Opportunity (EEO) and adherence to sound personnel practices.

2. The responsibilities include:

   a) Participation in the recruitment process from its initial stages to completion while keeping the campus EEO officer informed as appropriate.

   b) Ensuring that the recruitment efforts attract a diverse pool of qualified candidates.

   c) Assessing the extent to which recruitment efforts have been successful in attracting a pool of qualified candidates.

   d) Monitoring the search process at the search committee level to assure that all candidates are given fair consideration based on the criteria stated in the official vacancy announcement.

   e) Rendering a decision as to the need to address any problems related to the conduct of the search with the campus EEO officer and/or the Vice President or designee of Human Resources.

IV. VACANCY ANNOUNCEMENT

1. Human Resources will work with the appropriate administrator to develop the vacancy announcement.

2. Each vacancy announcement shall include:

   a) Clearly defined criteria for the position, specifying both required and preferred qualifications;

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2 It is not a violation of the confidentiality of the process to report any problems related to the conduct of the search to designated university officials such as the appropriate administrator, the campus EEO officer, or the director of human resources.
b) The estimated date by which the completed application shall be submitted for fullest consideration;³

c) Indication that all application materials must be submitted electronically and instructions on how to do so; and

d) A summary of duties and responsibilities.

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

4. Once a vacancy announcement has been prepared and finalized, the criteria stated in the vacancy announcement cannot be altered, except under extraordinary circumstances and in consultation with Human Resources Employment Services.

V. CREATING THE CANDIDATE APPLICANT POOL

1. Sacramento State is strongly committed to the principles of diversity, equal employment opportunity, and nondiscrimination for all. It is the policy of the university to provide programs, services, and benefits including employment without regard to race, color, religion, sex, gender, gender identity, gender expression, sexual orientation, marital status, national origin, ancestry, mental and physical disability, medical condition, age, pregnancy, denial of medical and family care leave, pregnancy disability leave, or veteran status (as defined by the Vietnam-Era Veterans’ Readjustment Assistance Act of 1974, as amended)⁴.

2. It is the policy of Sacramento State to make every effort to maximize the size, and strength, of the applicant pool for administrative positions. All applicants shall be given fair consideration based on the announced criteria.⁵

3. Human Resources will post the official vacancy announcement as appropriate, e.g., appropriate job search websites, CSU websites, and/or campus posting vehicles.

4. Working with Human Resources Employment Services, the appropriate administrator may place the vacancy announcement in professional journals and diversity publications appropriate to the position and distribute copies of the announcement as deemed appropriate.

5. The appropriate administrator and the search committee are encouraged to solicit applications and nominations from the faculty as well as other professional sources and propose ways to expand the search.

6. The appropriate administrator will work with Human Resources Employment Services if she or he elects to use a professional search firm or other means to recruit, enlarge, or refine a pool of qualified candidates.

VI. PRELIMINARY REVIEW OF THE APPLICATIONS

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

³ To allow for late applications, vacancy announcements shall not have a deadline after which applications will not be accepted.

⁴ See Campus Affirmative Action Plan Narrative Parts I & II.

⁵ Sacramento State is committed to bringing women and men, members of minority groups, protected veterans, and individuals with disabilities into all levels and segments of Sacramento State’s workforce in proportion to their representation in the qualified relevant labor market. See Affirmative Action Plan Narrative Parts I & II.
to be unprofessional conduct and grounds for disciplinary action.  

2. All applicants shall be given fair consideration based on the announced criteria. Time permitting, Human Resources will provide initial screening of applications in comparison to the vacancy announcement and provide to the search committee a list of qualified applicants. All search committee members shall review all of the application materials of all qualified candidates for the position.

3. Each applicant shall receive confirmation of submission via automated e-mail response.

VII. SCREENING THE APPLICANTS

1. Any candidate not having the minimum qualifications as stated in the vacancy announcement is disqualified from further consideration.

2. After the preliminary review of candidates, a more detailed evaluation of qualified applicants shall take place.

3. Human Resources will work with the search committee to develop a list of nondiscriminatory core questions for use during reference checks. Minimally, each referee shall be asked these questions.

4. Telephone conference or teleconference interviews of at least the top candidates are encouraged prior to selecting applicants to bring to campus.

5. A list of nondiscriminatory core questions shall be prepared by Human Resources and the search committee for use during telephone conference or video conference interviews. Each candidate shall be asked these questions.

6. The appropriate administrator shall be notified if, as a result of reference checks or telephone interviews, there is significant information which may have a bearing on a candidate’s potential employment.

7. Reference checks on finalists should be thorough. For appointments at the level of Dean or above, the appointing officer must take suitable steps to assure that the candidate’s previous performance has been reviewed carefully.

8. Academic credentials and other professional certifications and licensing shall be verified for all finalists prior to the final offer of employment.

VIII. ON-CAMPUS VISITATIONS

1. Invitations for campus visits will be extended only after approval by the appointing officer or designee.

2. The search committee shall normally recommend the top three (3) candidates for campus visits. Requests for an additional candidate(s) to visit may be made to the appointing officer.

3. The name of a candidate(s) shall not be released to the campus community unless the candidate is brought to campus for an interview. At the time the invitation is extended, each candidate should be given an opportunity to withdraw from the search process.
4. An itinerary and informational packet will be prepared for each candidate prior to the campus interview. The itinerary should be transmitted to the candidate as quickly as possible.

5. If an external candidate is likely to ask for or receive retreat rights (with or without tenure) in a department, a meeting with the tenured faculty of the appropriate department with the candidate shall be scheduled during the campus visit. After meeting with the external candidate, the department shall provide written documentation of their recommendation to the appropriate administrator and search committee. The appropriate administrator will take the recommendation into consideration when making an appointment. However, the appropriate administrator retains the right to appoint the best-qualified candidate.

6. A list of nondiscriminatory core questions shall be prepared and approved by Human Resources and the committee for use during the on-campus interviews. Minimally, each candidate shall be asked these questions.

7. Reimbursement to candidates from State funds is limited to reasonable and receipted expenses.

8. In order to participate in the final deliberations prior to making recommendations to the President, Vice President, or Provost, a member of the search committee must have attended (in person or electronically) the interview between the committee and all candidates brought to campus. Members of the committee should attend as many of the presentations as possible, but missing other presentations by the candidate would not disqualify the committee member from participating in the final deliberations and recommendation.

IX. FINALIST PROCEDURES

1. The search committee shall make its recommendations to the appropriate administrator. Unless authorized by the appropriate administrator to do otherwise, the committee shall recommend three (3) or more candidates who are qualified and acceptable to the committee.

2. The appropriate (i.e., hiring) administrator shall make additional reference checks. Reference checks shall include contacts with appropriate individuals at the candidate’s current or most recent place of employment/professional experience, including individuals not on the list of references provided by the candidate.

3. Efforts should be made to contact all previous places of employment where the candidates held academic and/or administrative responsibilities prior to the candidate being invited to campus. The current employer may not be contacted until the candidate gives consent. While a candidate may be brought to campus prior to checking with the current employer, no offer of employment shall be extended until the candidate gives consent to contact the current or most recent employer and the current or most recent employer has been contacted.

4. The appropriate administrator may consult with the search committee prior to making the final appointment.

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10 Applicants should be reminded that the names of candidates brought to campus will be public information and that the university will not accept responsibility if the current employer has not been made aware of their candidacy.

11 See Appendix B.

12 If appointed to a MPP position, individuals already holding a tenured faculty appointment in a department or an academic unit shall retain their retreat rights to the tenured faculty position.

13 See University Appointment, Retention, Tenure and Promotion (UARTP) Policy concerning retreat rights and tenure in a position.
5. Human Resources shall review the recommendation(s) for merit and for procedural regularity.

6. For academic administrative appointments that also include faculty appointments, the President or Provost shall consult with the dean of the college and chair of the department in which the faculty appointment may occur. Normally, such consultation will occur after the search committee makes its recommendations. University policies on faculty appointments including the University Appointment, Retention, Tenure and Promotion Policy (UARTP) shall be followed.

7. If no qualified and acceptable candidate is identified, in consultation with Human Resources Employment Services, the search may be canceled or extended by the appropriate administrator.

8. A search committee normally serves until the completion of its charge. However, under extraordinary circumstances and after consultation with Human Resources, the appropriate administrator may discharge the search committee at any time.

X. OFFERS OF EMPLOYMENT

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

2. The terms of the offer of employment shall be consistent with the vacancy announcement.

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

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

5. After the position has been accepted in writing, the remaining unsuccessful candidates will be notified by the appointing officer or designee.

XI. CLOSING THE SEARCH

1. At the conclusion of a search, all search records, including the notes of search committee members, shall be collected, organized, and boxed by the committee chair. The committee chair shall transfer the search records to Human Resources Employment Services for retention for three (3) years.

2. Even after the search is concluded, all records, deliberations, and consultations shall remain confidential.

XII. COMPOSITION OF SEARCH COMMITTEES

A. GENERAL REGULATIONS

1. All faculty members on administrative search committees shall be full time tenure-track faculty or equivalent. Faculty participants in the Faculty Early Retirement Program shall not be eligible for service.

2. Representatives of off-campus interests, appropriate to the position being filled, may be appointed to open positions on a search committee.

3. Staff members who serve on search committees shall be full-time permanent employees who are members of the University Staff Assembly. (For purposes of this policy, the University Staff Assembly consists of all full-time employees represented by collective bargaining units other than Unit 3 – Faculty.)
4. Students serving on search committees shall be full-time students in good standing. Written Associated Students, Inc. (ASI) procedures shall ensure a nomination and election process open to all eligible students.

B. *PRESIDENT*

The composition of the search committee for the position of President is governed by the regulations of the CSU Board of Trustees.

C. *POSITIONS REPORTING TO THE PRESIDENT*

1. **Provost and Vice President for Academic Affairs**
   A. Up to five persons selected by the president, including a dean;
   B. Four tenure-track faculty members or equivalent excluding participants in the Faculty Early Retirement Program;
   C. One permanent staff member selected from the members of the University Staff Assembly; and
   D. One student selected by ASI.

2. **Other Vice Presidents**
   A. Up to five persons selected by the President, including a dean;
   B. Two full-time tenure-track faculty members or equivalent excluding participants in the Faculty Early Retirement Program;
   C. Two full-time MPPs who report to the respective vice president; and
   D. Two permanent staff in the area reporting to the vice president.

3. **Other Directors, Assistants and Officers Reporting Directly to the President**
   A. Up to four persons selected by the President;
   B. One person selected by the Provost;
   C. Two full-time tenure-track faculty members or equivalent excluding participants in the Faculty Early Retirement Program; and
   D. One permanent staff member from the members of the University Staff Assembly.

4. **University Counsel**
   A. Up to four persons selected by the President;
   B. At least one attorney from the Office of General Counsel

D. *POSITIONS REPORTING TO THE PROVOST*

1. **College Dean**
   A. Up to four persons selected by the Provost, at least one of whom shall be a department chair from within the college;
   B. Three full-time tenure-track faculty members from the College excluding participants in the Faculty Early Retirement Program;
   C. One student who is a declared major in the college selected by ASI; and
D. One permanent staff member from within the college.

2. **Dean of the Library**
   A. Up to four persons selected by the Provost, at least one of whom shall be a department head from within the library;
   B. Three full-time tenure-track library faculty members excluding participants in the Faculty Early Retirement Program;
   C. One permanent staff member in the library; and
   D. One student selected by ASI.

3. **Vice Provost; Dean of Graduate Studies; Dean of Undergraduate Studies; Dean of College of Continuing Education**
   A. Up to four persons selected by the Provost;
   B. Three full-time tenure-track faculty members or equivalent excluding participants in the Faculty Early Retirement Program;
   C. One student selected by ASI, provided that in the case of the dean of graduate studies, the student shall have graduate status; and
   D. One permanent staff member from Academic Affairs.

**E. DIRECTORS, ASSISTANTS, AND OFFICERS REPORTING DIRECTLY TO THE PROVOST**

a. Up to six persons selected by the Provost;

b. Two full-time tenure-track faculty members or equivalent excluding participants in the Faculty Early Retirement Program; and

c. One permanent staff member from Academic Affairs.

**F. DIRECTORS, ASSISTANTS, AND OFFICERS REPORTING DIRECTLY TO A VICE PRESIDENT OUTSIDE OF ACADEMIC AFFAIRS**

1. Up to six persons selected by the appropriate vice president;

2. If appropriate to the position, as determined by the vice president, two full-time tenure-track faculty members or equivalent excluding participants in the Faculty Early Retirement Program; and

3. One permanent staff member from the area reporting to the appropriate vice president.

4. **Director of Athletics**
   a. Up to four persons selected by the President;
   b. One academic administrator selected by the President;
   c. Two full-time tenure-track faculty members or equivalent excluding participants in the Faculty Early Retirement Program;
   d. Two full-time coaches (one head coach representing men’s sports and one head coach representing women’s sports);
   e. One permanent staff member from within athletics;
   f. One MPP from athletics, excluding MPP coaches; and
g. One student athlete.

G. **ASSOCIATE DEANS**

A. Up to four persons selected by the college dean, at least one of whom shall be a department chair from within the college;

B. Three full-time tenure-track faculty members from the college excluding participants in the Faculty Early Retirement Program;

C. One student who is a declared major in the college selected by ASI; and

D. One permanent staff member from within the college.

H. **INTERIM OR ACTING ADMINISTRATIVE APPOINTMENTS**

Temporary appointments to administrative positions shall be designated as “interim”\(^\text{14}\) or “acting”\(^\text{15}\) and normally shall be limited to no more than twelve months in length.

After consultation with the Executive Committee of the Faculty Senate, the President shall decide whether to initiate a search or to make an appointment without a search. If there is a search, the vacancy will be announced at least campus-wide for a minimum of two weeks.

For academic administrator positions, prior to appointment, consultation shall occur at least with the faculty members of the affected unit or with a representative subset thereof and/or with the appropriate committee of the Faculty Senate.

I. **CHANGES IN EXISTING APPOINTMENTS**

1. When, as a result of organizational changes, the responsibilities of an administrator are altered significantly, the President or designee may change the working title of the individual to correspond with the appropriate level of responsibility. Such title changes must be reviewed and approved by Human Resources and shall not be construed as a “new position” requiring a search.

2. When, as a result of organizational changes reviewed and approved by Human Resources, the position responsibilities of two or more administrators are consolidated into a single position, the President or designee may appoint one of these administrators to fill the consolidated position with an appropriate title that corresponds with the new level of responsibility. Such a reorganized position shall not be construed as a “new position” requiring a search.

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\(^{14}\) “Interim” appointments are made to fill a vacancy between the appointments of regular incumbents.

\(^{15}\) “Acting” appointments are made to fill a vacancy during the absence of the incumbent due to an approved leave.
APPENDIX

A

LIST OF ADMINISTRATIVE POSITIONS
COVERED BY THIS POLICY

The following is a list of the positions covered by this policy. This list also designates
the search committee described in Section XIII to be used for each position.

Provost and Vice President for Academic Affairs C 1
Vice President for Administration & Business Affairs/CFO C 2
Vice President for Student Affairs C 2
Vice President for University Advancement C 2
Vice President for Human Resources C 2
Vice President for Information Resources and Technology C 2
Vice President of Public Affairs and Advocacy C 2
Executive Director, University Enterprises, Inc. C 3
University Counsel C 4
Director of Athletics F 4
President’s Chief of Staff C 3
Director of Auditing Services F
Associate Vice President, Financial Services F
Associate Vice President, Budget Planning & Administration F
Associate Vice President, Risk Management Services F
Senior Director, Business & Administrative Services F
Associate Vice President, Facilities Management F
Senior Director, Transportation & Parking F
Director & Chief of Police, Public Safety F
Associate Vice President for Human Resources F
Director of Equal Opportunity F
Vice Provost D 3
College Deans D 1
Dean of the Library D 2
Dean of Graduate Studies D 3
Dean of Undergraduate Studies D 3
Dean of College of Continuing Education D 3
Associate Deans G
Assistant Vice President,
Academic Enrollment & Resource Planning E
Assistant Vice President,
Academic Programs & Global Engagement E
Assistant Vice President, Research Affairs E
Administrator-In-Charge, Academic Affairs Technology Initiatives &
Director, Academic Technology & Creative Services E
Director, Office of Analytics & Institutional Effectiveness E
Associate Chief Information Officer,
Academic & Administrative IT Services F
Senior Director, Planning & Strategic Projects F
Senior Director, Customer Service & Information Security F
Senior Director, Operations & Network Services F
Executive Director, Student Health & Counseling Services F
Associate Vice President, Student Engagement & Success F
Associate Vice President, Student Retention & Academic Success F
Associate Vice President, Enrollment & Student Support    F
Associate Vice President, Adv. Communications & Stewardship    F
Associate Vice President, University Development    F
Executive Director, Alumni Relations & Annual Giving    F
APPENDIX

B

INFORMATION PACKET FOR
CAMPUS VISIT OF PROSPECTIVE
CANDIDATE

This list is provided as a guide to search committees in the preparation for campus visits of candidates for administrative positions. Information packets containing the items listed below should be assembled in an attractive package and, whenever possible, made available to the candidate prior to arriving for an interview or made ready for pickup by the candidate when the candidate arrives at the hotel/motel.

Search Committee Items:

1. Itinerary/Interview Schedule for Candidate (a must for a positive interview)
2. Name of Committee Members
3. Position Description
4. Division Information

Campus Items:

1. Employee Benefits Programs  
   (http://www.csus.edu/hr/departments/benefits/new%20employees.html)
2. University Leadership (http://www.csus.edu/about/universityLeadership/)
3. About Sac State (http://www.csus.edu/about/index.html)
4. Sac State Points of Pride (http://www.csus.edu/excellence/2014/)
5. University Strategic Plan for 2014-2020  
   (http://www.csus.edu/universitystrategicplan/)
6. 2013-2014 Assessment Reports and Feedback  
   (http://www.csus.edu/programassessment/annual-assessment/AssessmentArchive.html)

Off-Campus Information:

1. About Sacramento (http://www.visitsacramento.com/)
2. Things to Do (http://www.visitsacramento.com/things-to-do/)
3. Sacramento Bee (http://www.sacbee.com/)