GUIDELINES FOR FULL-TIME FACULTY RECRUITMENT

Office of Human Resources
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INTRODUCTION

This comprehensive document has been developed to assist you in your recruitment process for full-time faculty. It provides in written form information presented in previous recruitment workshops conducted by the office of Human Resources or your College Dean. While this guide does not substitute for attending such workshops, it will serve as a useful reference tool when conducting full-time faculty searches. Your concerns, comments and suggestions for future revisions will be appreciated and should be directed to the Associate Vice President for Human Resources, extension 86169. It is important in this competitive job environment to launch recruitment efforts as soon as possible and to commit to an early conclusion of the search process. When combined with an aggressive recruitment plan, early posting of vacancy announcement and timely completion of searches increases the likelihood that we will secure the most promising candidates. My sincere thanks and appreciation to all those who contributed time and effort in the compilation of materials contained within.

Christine D. Lovely
Vice President
Human Resources
# Flow Process for Recruitment and Appointment of Full-Time Faculty

| I. Authorization | College process for requesting approval of full-time positions | Meeting with College Dean to discuss recruitment strategies | Department forwards recruitment package to Dean for review and approval | Dean’s office sends electronic copy of vacancy announcement to HR for placement on website | Department places journal ads |
|------------------|-------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------------------------------------|
| II. Recruitment   | College-wide meeting to discuss recruitment process         | Department conducts recruitment activities (networking, conferences, etc…) | Department mails acknowledgement letters and applicant flow questionnaires | Department develops selection criteria, interview questions, and reference check questions | Sent to Director of EO/AA for review |
| III. Screening    | Paper screening to recommend candidates for reference checking | Dean determines the adequacy of the pool and whether to proceed, extend or cancel search | Committee checks references of selected applicants | | Dean determines the adequacy of applicant pool and whether to proceed, extend or cancel search |
| IV. Interviewing  | Selection of interviewees                                  | Dean determines the adequacy of the interview pool, and whether to proceed, extend or cancel search | Interviews conducted | | |
| V. Offer          | Select and recommend candidate for appointment and prepare Process Summary | Forward appointment package with recommendation to Dean | Decision by Dean to proceed with the recommendation | Appointment package reviewed by HR, including Director of EO/AA | Appointment package, recommendation and letter reviewed and approved by Provost and Vice President for Academic Affairs |
1. College Process for Requesting Approval of Full Time Positions/Discuss Recruitment Strategies with Deans

A. Meet with Dean to discuss:

1) curricular needs in accordance with department’s 5-year hiring plan
2) department/College enrollment
3) recruitment efforts
4) workload assignment
5) salary range/rank
6) timelines for completion of search

B. Forward recruitment "package" to College Dean for review and approval. Recruitment package should contain:

1) Request to Advertise Form
2) Draft of vacancy announcement (Appendix A)
3) Text for journal ads
4) Recruitment strategies
5) Timelines for completion of search

C. Recruitment package reviewed and approved in writing by College Dean. College Deans’ offices will send via e-mail to Lorena Solis in Human Resources (lsolis@csus.edu) a copy of the approved vacancy announcement so it can be placed on the Office of Human Resources (HR) web site, the CSU Careers web site.

2. Sample Language for Vacancy Announcements

Please Note: The information on the vacancy announcement determines the screening process. Changes cannot be made in the process that would contradict the conditions stated on the vacancy announcement. Therefore, it is critical that departments carefully review the vacancy announcement and discuss with College Dean prior to publishing it.

A. Doctoral Degree

1) “Ph.D. in __________" or "Ph.D. in _______ required".
   Explanation: Ph.D. in ________ required in order to apply for position. Department may not consider ABD’s, master's degree only, equivalent degrees, J.D.s or Ph.D.s in related fields

2) “Ph.D. in __________ which will be completed by__________.”
   Explanation: May consider Ph.D.s and ABDs in the stated discipline only.

3) “Master's degree required. Doctorate preferred.”
   Explanation: Applicants with only Master's degree meet minimum degree qualifications. May be appointed if considered best qualified overall.
4) “Appropriate doctorate or near the final stage of completion. ABD candidates will be considered for non-tenure track positions that may be converted to tenure track if the doctoral degree is completed during the term of appointment. 
Explanation: This language provides maximum flexibility to the department.

These are the most commonly used statements. If a department does not require the doctorate, the appropriate terminal degree (as shown in the Department’s ARTP Policy) should be specified.

B. Closing Date

1) Deadline for applications: November 1, 201__
Explanation: Applications must be postmarked by stated date.

2) Review of applications will begin on______; position open until filled.
Explanation: Screening will not start until stated date. Applications can be received and considered throughout screening and interview process.

3) To ensure consideration, applications should be received by______; position open until filled.
Explanation: Similar to #2 above but advising to get applications in by stated date.

4) Review of applications will begin on______ and will continue until the position is filled. However, applications received after the review date will not be considered in this hiring cycle.
Explanation: Combination of 1 and 2 above

C. Qualifications

1) Special Knowledge/Abilities

Are special skills, licenses, or competencies required to perform the anticipated assignment? If “yes”, they must be listed in the vacancy announcement. The department needs to discuss beforehand how some competencies will be met or measured. We recommend, where possible, developing multiple ways to measure a competency. These cannot discriminate on the basis of age, race, ethnicity, or other protected class status.

2) Working With Diverse Population

Many departments list competencies such as “ability or experience in working with diverse groups” or “candidates will need to address the needs of a diverse student population.”

Listed below are a few ways to measure these competencies as well as what evidence may be available to ascertain whether an applicant has the competency. These are not meant to be exhaustive lists and are provided to stimulate your thinking.
a) Examples of how to measure working with diverse groups:
   - “Diverse” in terms of age, gender, race, ethnicity, national origin, religion, socio-economic status, sexual orientation, etc.
   - Teaching experience with diverse student populations
   - Extracurricular work with diverse populations
   - Experience working with diverse populations or groups
   - Curriculum development/scholarship addressing multiculturalism/pluralism
   - Courses, workshops attended
   - Personal intercultural/multicultural experiences

b) Examples of evidence:
   - Application letter/personal statement
   - Resume
   - Recommendation letters
   - Reference checks
   - Transcript of courses taken
   - Courses taught and/or developed
   - Review of course material
   - Review of scholarship/creative activity
   - Interview
   - Topic and content of presentations on campus
   - Observed interpersonal interactions

3) Related Training

In addition to noting specific discipline information, consider addressing the following:

a) Broad-based training:
   “Preference will be given to applicants with broad training in (discipline).”

   and/or

b) Interdisciplinary approach
   "Preference will be given to applicants who can bring an interdisciplinary approach to the department."

   and/or

c) Intercultural or multicultural focus
   “Preference given to applicants who can bring a multi-cultural focus to the department curriculum.”
4) Motor vehicle usage

If this position is required to operate either a state vehicle or a personal vehicle in performing the essential duties of the job, that information must be in the vacancy announcement using the following language:

“This position requires the applicant to possess a valid California driver’s license and a safe driving record at the time of appointment." Before operating a vehicle on state business, the applicant must complete and sign the University's vehicle use form. For further information on driving requirements, contact the Risk Management Services at extension 83656.”

D. Lecturer Appointments

The Provost and Vice President for Academic Affairs will approve full-time Lecturer searches in one of the following four categories. Given the current scheduling priorities for temporary faculty, a thorough review of the qualifications of existing part-time faculty must occur before requesting a full-time lecturer search.

1) One-year lecturer.

2) One-year lecturer with the possibility of annual reappointment for two additional years dependent on satisfactory performance, curricular needs, student enrollment, and budget considerations.

3) Two-year rolling lecturer that may be renewed annually dependent on satisfactory performance, curricular needs, student enrollment, and budget considerations. The initial appointment will be for two years. A decision concerning extension of the appointment will be made at the end of the first year and annually thereafter.

4) One or two-year lecturer with the possibility of conversion to tenure track dependent on satisfactory performance, curricular needs, student enrollment, and budget considerations and completion of doctorate (if applicable).

E. Assignments

1) In addition to the primary teaching assignment, mention the full range of expected assignments, including advising and mentoring students; engaging in scholarly and professional activities; providing service to campus and community; serving on department, school, university committees; serving on thesis committees, etc.

2) Consider including a statement that “scheduling” of classes is done on the basis of student need and may include evening and weekend classes, both on campus and at off-campus sites. Some departments may want to add "and four or five day a week assignments."
3) Given the current discussion on Year Round Operations, consider adding: “The campus offers courses on a year-round basis. Assignments may include teaching on weekends and in the summer, at both on and off-campus locations.”

4) If the college or department envisions using technology to deliver instruction, a statement such as “the department anticipates increased use of television, the Internet, and other information technologies in delivering instruction.” This may also become, depending on the position, one of the Special Knowledge/Abilities listed as a requirement or a preference.

F. Request for References

Departments are strongly encouraged to request names and phone numbers of references. Take charge of reference checking. Who do you want to talk to about the candidate? Letters do not take the place of telephone reference checks on semi-finalists and/or finalists.

G. Required Wording for Diversity Statement

“California State University, Sacramento is an Affirmative Action/Equal Opportunity employer, and has a strong institutional commitment to the principle of diversity in all areas. In that spirit, we are particularly interested in receiving applications from a broad spectrum of qualified people who would assist the University in meeting its Strategic Plan goal to: “Build and sustain a vibrant learning community derived from the strength and vitality of our diverse campus.” Sacramento State hires only those individuals who are lawfully authorized to accept employment in the United States.”

To save space, the wording for journal ads is as follows:

“Sacramento State is an Affirmative Action/Equal Opportunity Employer” or “AA/EO.”

H. Required Wording for Jeanne Clery Statement

“In compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, California State University, Sacramento has made crime reporting statistics available on-line at [http://www.csus.edu/aba/police/Documents/clery/2012CLERY.pdf](http://www.csus.edu/aba/police/Documents/clery/2012CLERY.pdf). Reported crimes that occurred on campus, in certain off-campus buildings or property owned or controlled by Sacramento State, and on public property within or immediately adjacent to and accessible from the campus, during the last three years, are included. The report also includes institutional policies concerning campus security, alcohol and drug use, crime prevention, the reporting of crimes, sexual assault and other safety matters. Print copies are available in the library, and by request from the Office of Public Safety and the Office of the Vice President for Student Affairs.”
I. Required Wording for Mandatory Child Abuse Reporting

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

J. Background Checks

The University is developing standard language to insert for certain “sensitive” positions which require a Department of Justice background check. Should the position to be advertised meet the criteria of “sensitive” position as defined in the campus policy on background checks, please consult with HR for required wording.

3. College-Wide Meeting to Discuss Recruitment Process

It is advisable that each College Dean schedule a college-wide meeting to discuss recruitment strategies with the committees. If requested, the Associate Vice President for Human Resources and the Director of EO/AA will attend the meeting.

4. Department Conducts Recruitment Activities

A. Department AA/EO Representatives

Campus policy (UARTP 6.06.D) requires that each department elect, or otherwise provide for, the selection of an AA/EO Representative(s) (AA/EOR) to its search committee(s). The AA/EOR may be a tenured or probationary faculty member (if department policy allows) who serves as a voting member of the search committee. The Department Chair cannot serve as the committee’s AA/EOR. The role of the AA/EOR is to advise the search committee on recruitment resources to provide a broadly representative applicant pool. The AA/EOR continues throughout the recruitment process.

Recommendations

1) Review UARTP 6.06.D for a complete understanding of AA/EOR responsibilities.

2) AA/EORs should be involved as early as possible in contributing to the development of the language in the vacancy announcement.

3) Use the AA/EOR as a resource person to assist in developing recruitment strategies. These strategies may include networking with appropriate professional organizations, doctoral degree granting institutions, and relevant campus-based groups. These efforts do not relieve the committee or Department Chair from the obligation to conduct aggressive recruitment.

4) AA/EORs within a College may wish to meet periodically to exchange information and discuss successful recruitment and hiring practices.
5) AA/EORs are involved with hiring full-time faculty. They are not department affirmative action officers. They should not be involved in other affirmative action functions such as complaint investigation.

6) If issues of possible discrimination occur during the hiring process, AA/EORs should contact the appropriate University administrator for assistance.

B. Normal Activities to be Conducted by Human Resources


2) HR may mail a copy of the Chronicle ad to all forgivable loan recipients.

3) HR will post vacancies on the University website as well as the California State System website [http://csucareers.calstate.edu](http://csucareers.calstate.edu).

C. Normal Activities to be Conducted by Colleges/Departments

1) Departments are responsible for placing ads/notices in discipline specific national professional associations’ newsletters, periodicals or web sites.

   The text for all full-time faculty advertisements must receive prior approval from the College Dean.

2) After the vacancy announcement has been approved by the College Dean, the following steps should be taken:

   a. Dean’s office e-mails a copy of the approved vacancy announcement to Lorena Solis in HR at Isolis@csus.edu.

   b. Mail vacancy announcements to those universities having strong doctoral programs in specialized field(s).

   c. Create as broadly a based applicant pool as possible. Recruitment resources are available in the Equal Opportunity/Affirmative Action Office (EO/AA) located in Del Norte Hall 3002.

   d. Check the Chancellor’s *Doctoral Incentive Program* list available in College Dean's office or EO/AA Office. Mail specific vacancy announcements to those who are studying in the area of proposed hire.

   e. When possible, attend professional meetings and "network" the vacancy. Be careful to avoid the appearance of an "offer" to prospective applicants.

   f. Consult with departmental AA/EOR to assist in recruitment efforts.
D. Other Suggested Activities:

1) Other Internet listings - usually discipline specific.

2) Send vacancy announcements to past applicants or out-of-cycle applicants.

3) Consult with campus faculty and staff groups on recruitment strategies. (See Appendix B for groups who have volunteered to assist with recruitment.)

4) Please Note: the U.S. Citizenship and Immigration Services requires print media advertisements when reviewing visa requests. We have been advised that the university-wide advertisement placed by HR will not be considered acceptable due to the general nature of the advertisement.

5. Department Mails Acknowledgment Letters and Applicant Flow Information Questionnaire

Send letter acknowledging application (Appendix F), copy of vacancy announcement and Applicant Flow Information Questionnaire to each applicant. The Applicant Flow Information Questionnaire is available at http://www.csus.edu/hr/docs/empequity%20docs/applicant%20flow%20questionnaire.pdf. Sending these forms is part of a requirement from OFCCP in the Department of Labor.

(PLEASE NOTE: It is important that the department fill out the "APPLYING FOR" area before form is mailed to applicant. Call the Equal Opportunity/ Affirmative Action Office (ext. 83522) if you have any questions.

6. Department Develops Selection Criteria, Interview Questions, and Reference Check Questions

A. Before department proceeds with the initial screening of applications for interviews, the Director of EO/AA needs to review the following:

1) Specific criteria to be used to screen applications

2) All questions to be used in checking references

3) All questions to be used in interviews

B. E-mail a copy of the approved vacancy announcement to Lorena Solis, Isolis@csus.edu in HR. Criteria must be consistent with the vacancy announcement and advertisements. If search committees are unsure about the appropriateness of their screening procedure, they should consult with the Associate Vice President for Human Resources or the Director of EO/AA.
7. College Dean Determines the Adequacy of Applicant Pool

At this time the pool is reviewed by College Dean to determine if the pool has an adequate number of qualified applicants. A decision will be made as to whether to proceed, cancel or extend the search.

8. Paper Screening to Recommend Candidates for Reference Checking

Committee screens applications in accordance with criteria approved by the Director of EO/AA to select candidates for reference checking.

   A. Each committee member screens applications independently.
   
   B. Committee meets to deliberate on applications and to narrow pool down to "short list" (those applicants selected for reference checking).

9. College Dean Reviews the “Short List”

Following paper screening, the pool is again reviewed by the College Dean to determine whether to proceed, cancel or extend the search.

10. Committee Checks References of Selected Applicants

Guidelines for Reference Checks (see also Appendix E - Reference Checking Protocol)

   A. Reference questions must be job related. Questions which you cannot ask in an interview cannot be asked in a reference check (see Appendix D).

   Note: Reference checks are not synonymous with background checks (see Section 14 regarding background checks).

   B. If a reference provides an answer to the standard common question that is incomplete, or provocative, you are allowed to follow up with additional questions that are related to a person’s job performance. Example: You might want to follow up this response to the question, "What, if any, problems has ______ had in the performance of his/her position?" "Well, they had a problem with tardiness." You are allowed to ask the amount of the tardiness and its explained cause. However, if there is a response that begins "I think..." which then goes on to intimate very personal information, please cut the response off. Your question may be neutral; but, if for example, the response indicates that a person has difficulty in arranging child care, it may be discriminatory not to hire on the basis of this answer. [Phillips v. Martin Mariett Corporation, 400 US 542 (1971).]

   C. Be very cautious in making value judgments concerning the tone or effect that the response to your question elicits. For example, terse answers may or may not mean that the reference is hesitant to be enthusiastic about the candidate (an obvious negative!). It might mean that they are always terse and are never gregarious with strangers. The same holds true for overly enthusiastic responses.
D. Be advised that many employers are themselves being advised not to respond to requests for references except for information regarding the person's employment dates, salary history, and promotion record. Do not assume that if you receive this response it is because the applicant had problems with this employer. Also, if the reference asks to call you back, it may be to check on the validity that you are who you say you are!

E. Please make sure that all of your comments and follow-up questions are truly job-related. "Gossipy" responses may be interesting, but they might also be misleading or inaccurate.

F. The reference check should include checking a sample of listed publications in the Library.

G. If you receive any reference information that concerns you, please consult with the Associate Vice President for HR (ext. 86779) or the Director of EO/AA (ext. 83522) for assistance prior to sharing the information in committee.

11. Selection of Interviewees

Applications/resumes are reviewed further with shared information from reference checks in accordance with established and approved criteria to recommend interviewees. The number of candidates invited for interviews is to be made in consultation with the College Dean.

12. College Dean Determines the Adequacy of the Interview Pool

The College Dean reviews the interview pool and determines whether to proceed, cancel or extend the search. At this point letters should be sent to candidates no longer under consideration (Appendix I) and letters to candidates invited to campus for interview (Appendix H). Appendix G is a sample letter that can be sent to individuals whose applications are received too late to be considered.

13. Conducting Interviews

A. General

1) The interview schedule should include a presentation/seminar, lecture, demonstration, etc., to all department faculty and students (departments should refer to their own ARTP policies). Feedback from those attending should be in writing to the committee. Only the following material of interviewees may be shared with probationary or tenured faculty who are not on the committee:

- letters of application
- resumes
- examples of scholarship
- transcripts

2) The interview schedule must also include a meeting with the College Dean. Committees should discuss prior to the interview which member will ask which questions and which member will take notes. Eye contact with the candidates is important!
3) It is permissible to give candidates some or all of the interview questions prior to the formal interview but not earlier than the morning of the interview. Do not mail interview questions to candidates ahead of time. Committees may also conduct an "informal" meet-the-candidate interview prior to the "formal" interview.

4) See Appendix D for additional information on interview questions.

5) Campus practices have discouraged the video/audio taping of interviews as a substitute for attendance of a search committee member. Please consult with HR if special circumstances arise.

B. Providing ARTP Information

During the interview visit, each interviewee must be given copies of the University, College and Department RTP criteria.

C. Completion of Faculty Interviewee Information Form

1) This form elicits important information from finalists on whether they have any record of felony convictions, and whether the individual has been formally warned, reprimanded, or disciplined for violating University regulations or policies such as sexual harassment, professional conduct, and safety.

2) All applicants invited to campus for interview are to complete the form as part of the interview process.

3) Department Chairs should consult with the College Dean regarding whether the form is to be completed in the department office or in the Dean’s office.

D. Special Issues: Candidates with Disabilities

Search committees must evaluate applicants for positions without regard to disability status or the need for accommodations.

1) Invitation to interview:

   a. Disabled candidates may require accommodations in the interview process (e.g., a physically accessible interview room to accommodate an applicant using a wheelchair, an interpreter for a hearing-impaired candidate, etc.). Candidates who require accommodations must initiate requests for accommodation. The Equal Opportunity/Affirmative Action Office (ext. 83522) can provide assistance in arranging accommodations.

   b. The paragraph below must be included if a letter is used as part of the interview scheduling process. If all interview arrangements are made by telephone, this information must be given as part of the telephone conversation.
It is the policy of Sacramento State to provide reasonable accommodations for qualified persons with disabilities who are employees or applicants for employment. If you need assistance or accommodations to interview because of a disability, please contact the department office at (916) 278-3522. Employment opportunities will not be denied to anyone because of the need to make reasonable accommodations for a person’s disability.

2) During the interview

a. Applicants may not be asked questions that are likely to elicit information about or that are closely related to a disability, including whether an applicant has a particular disability. However, applicants may be asked whether they can perform any or all job functions, including whether applicants can perform job functions with or without reasonable accommodation.

b. Applicants may not be asked whether they will need reasonable accommodation to perform the functions of the job, but may be asked to describe or demonstrate how they would perform the job normally, as long as all applicants are asked to do this. (See c and d below).

These are examples of questions that can be asked:

“This position requires the teaching of discussion sections. How would you handle those classes?”
“You will be required to teach a field class. How would you handle that type of assignment?”

See Appendix D for further questions.

c. If an applicant has a known disability, either because it is obvious or because the applicant has voluntarily disclosed a hidden disability, he/she may be asked to describe or demonstrate how he/she would perform the job functions, even if other applicants have not been asked to do so.

d. Applicants may be asked whether they need reasonable accommodation and what type of accommodation to perform the job functions, if it is reasonably believed the applicant will need the accommodation because of an obvious disability, or if the applicant has voluntarily disclosed a hidden disability.

3) Offer of employment

a. Qualified applicants cannot be denied employment solely on the basis of a need to provide a reasonable accommodation. However, if an applicant who receives a tentative job offer cannot reasonably be accommodated, the offer may be rescinded.
b. Applicants who have received job offers shall make accommodation requests using the University Employee Disability Accommodation Request Form. Forms are available from the EO/AA Office, ext. 83522.

E. Hosting a Candidate

The main purpose of the host is to ensure that candidates feel welcomed on campus and do not get lost either in transit from their hotel to the campus or between appointments on campus. The host is responsible for the candidate’s entire interview schedule – which includes the following:

1) Welcoming the candidate which should include a phone call to the candidate before the candidate is scheduled to arrive.

2) Picking candidates up at the airport and/or hotel, escorting them to the interviews, and returning them to the hotel (or making other arrangements for their transportation). It is the host’s responsibility to arrange an escort for any times they will be unable to do it themselves. Committee member escorts must keep in touch with the Chair of the Committee to inform him/her of any changes.

3) Because meetings are sometimes scheduled throughout a whole day, it will be necessary to provide lunch for the candidate. Funds for this purpose should be discussed with the College Dean. It is the host’s responsibility to take the candidate to lunch/dinner unless one of the interviews is scheduled for that time and arrangements have been made for someone else to escort the candidate.

14. Background Checks

The campus is developing a policy on background checks for certain "sensitive" positions. It is anticipated that some faculty positions will be included on the list. Vacancy announcements will note if a position requires a background check. A number of state and federal laws govern this area, and procedural safeguards will be developed to comply with legal requirements. Please do not engage in or commission applicant background checks (criminal, civil, credit, driving) on your own.

15. Select and Recommend Candidate for Appointment and Prepare Process Summary

A. Committee discussions are confidential. If issues arise during discussions on hiring policies, contact your College Dean or HR.

B. The committee should meet as soon as possible following the interviews to consider all information before recommending final candidate(s) to the Dean. If too much time elapses before recommending final candidate(s), the department will run the risk of losing the first choice candidate.

C. At this point letters should be sent to candidates interviewed but not selected (Appendix J or Appendix K, as appropriate).

D. Complete the Appointment Process Summary form.
E. When any applicant rejects an offer, attempt to find out the reasons for rejection. This information is needed for an annual report to the Chancellor’s Office.

F. If there are questions concerning spousal or domestic employment for the candidate(s) recommended, the College Dean should notify the Associate Vice President for HR (ext. 86779 or 86169) immediately.

16. Forward Appointment Package/Recommendation to College Dean

Checklist
For each applicant recommended for appointment, the department shall forward the following materials to the College Dean:

A. Personnel Transaction Form (PTF) --Indicate on Line 5 (Remarks) if any of the following apply:

1) Number of Years of Credit Towards Tenure to be granted (0 - 2 years) for Tenure-Track Appointments Only.

2) Initial two-year probationary appointment -- yes or no for Tenure-Track Appointments Only

3) Academic Preparation (if candidate does not possess doctorate, indicate if doctorate is, or is not, required for appointment, retention, tenure, and/or promotion)

4) Other Conditions/Contingencies of Appointment (e.g., appointment with tenure, Ph.D. required by [date], lecturer appointment with possibility of conversion to tenure-track or lecturer with possibility of reappointment)

B. Appointment Process Summary (one copy of form and attachments) if hiring via search, including the open recruitment ad, or waiver request if hiring without a search (temporary only)

*Note: The AA/EOR must sign the Process Summary to affirm that no inappropriate actions have occurred. If there is no signature, a separate written statement must be submitted.

C. Vacancy Announcement (if position was advertised)

D. Current Resume (new faculty or faculty who are new to full-time status) as well as resumes of all interviewees

E. Faculty Interviewee Information Form (new full-time faculty or faculty who are new to full-time status)

F. Verification of Highest Degree (new faculty), Statement from Chair concerning status of terminal degree, if not yet completed
G. Most recent Evaluation (if previously a full-time Lecturer at Sacramento State).

17. Appointment Package Reviewed by Human Resources Including Equal Opportunity/Affirmative Action

   A. Appointment package is reviewed by HR including EO/AA.
   
   B. HR including EO/AA have committed to a 48-hour turnaround time if the appointment package is accurate and complete.

18. Appointment Package, Recommendation and Letter Reviewed and Approved by Provost and Vice President for Academic Affairs

   A. Appointment package is forwarded to the Provost and Vice President for Academic Affairs for final approval.
   
   B. It is important to remember that only the Provost and Vice President for Academic Affairs has the authority to extend an offer to a candidate; search committees and department chairs must be careful not to make promises or commitments of any kind.

19. Department Maintains Complete Record of Recruitment Efforts and All Original Application Materials

   All applications/resumes, information, and materials received from applicants are to be considered "confidential" and should be retained by the department for a minimum of three (3) years. Contact the Administration and Business Affairs Office (ext. 86312) for information on the availability of off-campus storage if needed.

20. Visa Assistance for Foreign National Faculty

   HR will continue to assist full-time foreign national faculty members in obtaining temporary visas such as the H1-B. Foreign national faculty members wishing to apply for the permanent resident visa will need to secure the services of a private attorney for assistance with this process. Faculty members will be responsible for payment of attorney fees. If you have any questions about this matter, please call Ms. Julie Thue, Employee Relations Manager, at extension 8-5579.
CALIFORNIA STATE UNIVERSITY, SACRAMENTO
A Premier Metropolitan University, the Campus of Choice for Students, Faculty, Staff, and the Community

ANNOUNCEMENT OF VACANCY
TENURE-TRACK POSITION IN FORESTRY MANAGEMENT
DEPARTMENT OF FORESTRY

Beginning Fall Semester 2013

California State University, Sacramento invites applications from individuals interested in joining our dynamic and growing faculty. With a current student population of approximately 28,000, Sacramento State, the capital University, is one of the larger campuses in the 23-campus California State University system, the largest system of public higher education in the nation. The University is organized around eight colleges. There are approximately 1700 faculty who provide programs of instruction leading towards bachelor's degrees in 60 disciplines and master's degrees in 40 disciplines, two joint doctoral programs and one independent doctoral program.

Sacramento is a high-growth metropolitan area with a population of approximately 2 million. Sacramento, a city and county with a very diverse population, was identified by Time Magazine in 2002 as “America's most integrated city”. As California’s capital, Sacramento is an advantageous setting for premier academic programs. As a major metropolitan university, Sacramento State is committed to providing leadership in addressing significant regional needs and to enriching our liberal arts tradition. The proximity of Sacramento State to the California legislature and other agencies of state and federal government provides unparalleled opportunities for faculty and students to participate in public service through policy research, internships, and employment.

Minimum Qualifications

Education:

PhD in Forestry Management or related area of forestry (completion of all degree requirements by time of interview) is required.

Special Knowledge and Abilities:

A strong background in forestry management is required. A research specialization in reforestation is also required. Preference will be given to applicants with broad training in forestry and a strong commitment to teaching.

Experience:

Prior teaching experience at the college level is desired. Preference will be given to applicants who show the ability to or have worked with diverse groups.
Assignment

Duties will include: (1) teaching upper division courses in general forestry management, (2) teaching lower division general forestry courses, (3) teaching and developing other undergraduate/graduate courses in area of specialization, (4) major advising, (5) engaging in scholarly activities, (6) supervising undergraduate and Master’s student research, and (7) serving on Department and University programs designed to recruit and retain under-represented students in forestry, and (8) providing service to the campus and the community.

Appointment

The position is tenure-track and will be at the Assistant Professor level. Anticipated salary range: $49,716 - $62,664, depending upon qualifications and professional experience. (Not required to include salary range.)

Application Procedure:

Review of applications will begin November 15, 2012; position open until filled.

An applicant must submit a letter of application, official transcripts of all college work (unofficial copies accepted until invited for interview), a curriculum vita, telephone numbers of at least three references who will speak to the professional qualifications of the applicant, and a statement of teaching and scholarly interests. Send materials to:

Moss Green, Chair
Department of Forestry
California State University, Sacramento
6000 J Street
Sacramento, CA 95819-6000

Candidate will be required to provide official transcripts of their highest degree earned and must furnish proof of eligibility to work in the U.S.

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

A successful California State University, Sacramento faculty member will promote the values of Sacramento State as a public, regional, comprehensive, metropolitan university. In addition to positive contributions to teaching and learning, faculty are expected to engage in scholarship and to provide service to the University and to the greater community. At Sacramento State, the quality of the education we provide is our top priority. Our campus community represents the broad diversity of our state and we believe that all are enriched and unified by this diversity.

California State University, Sacramento is an Affirmative Action/Equal Opportunity employer, and has a strong institutional commitment to the principle of diversity in all areas. In that spirit, we are particularly interested in receiving applications from a broad spectrum of qualified people who would assist the University in meeting its Strategic Plan goal to: “Build and sustain a vibrant learning community derived from the strength and vitality of our diverse campus.” Sacramento State hires only those individuals who are lawfully authorized to accept employment in the United States.
In compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, California State University, Sacramento has made crime reporting statistics available on-line at http://www.csus.edu/aba/police/Documents/clery/2012CLERY.pdf. Reported crimes that occurred on campus, in certain off-campus buildings or property owned or controlled by Sacramento State, and on public property within or immediately adjacent to and accessible from the campus, during the last three years, are included. The report also includes institutional policies concerning campus security, alcohol and drug use, crime prevention, the reporting of crimes, sexual assault and other safety matters. Print copies are available in the library, and by request from the Office of Public Safety and the Office of the Vice President for Student Affairs.
## CAMPUS FACULTY/STAFF ASSOCIATIONS
### AT SACRAMENTO STATE

<table>
<thead>
<tr>
<th>NAME</th>
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<td><strong>BLACK STAFF &amp; FACULTY ASSOCIATION</strong></td>
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<tr>
<td>Ms. Patricia Holmes</td>
<td>President</td>
<td>Social Work (6090)</td>
<td>86943</td>
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<tr>
<td>Ms. Margarita Berta-Avila</td>
<td>Convener</td>
<td>B.M.E.D. (6079)</td>
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<td>Dr. Annette Reed</td>
<td>Chair/Director</td>
<td>Native American Studies (6013)</td>
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<td>Director</td>
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<td><strong>UNIVERSITY COMMITTEE FOR PERSONS WITH DISABILITIES</strong></td>
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<tr>
<td>Dr. Jessica Howell</td>
<td>Chair</td>
<td>Economics (6082)</td>
<td>85588</td>
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<td>(Maternity leave Fall 2008)</td>
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<td>Ms. Judith Dean</td>
<td>Convener</td>
<td>SSWD (6042)</td>
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<td>Dr. Jianjian (J.J.) Qin</td>
<td>President</td>
<td>Psychology (6007)</td>
<td>85606</td>
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<td><strong>CSU FRIENDS OF LESBIANS AND GAYS</strong></td>
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<tr>
<td>Dr. Susan Eggman</td>
<td>Chair</td>
<td>Social Work (6090)</td>
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APPLICATION OF ADA PROVISIONS

Below is a list of some common acceptable and unacceptable pre-offer inquiries and examinations. However, investigators are instructed to consult the Enforcement Guidance for more information on any inquiry/examination.

Disability-related Inquiries are inquiries/series of inquiries that are likely to elicit information about a disability. Inquiries about the ability to perform job functions are not disability-related inquiries.

The following examples are not disability-related inquiries:

- Can you perform the functions of this job (essential and/or marginal), with or without reasonable accommodation?
- Please describe/demonstrate how you would perform these functions (essential and/or marginal).
- Do you have a cold? Have you ever tried Tylenol for fever? How did you break your leg?
- Can you meet the attendance requirements of this job? How many days did you take leave last year?
- Do you illegally use drugs? Have you used illegal drugs in the last two years?
- Do you have the required licenses to perform this job?
- How much do you weigh? How tall are you? Do you regularly eat three meals per day?

The following examples are disability-related inquiries:

- Do you have AIDS? Do you have asthma?
- Do you have a disability which would interfere with your ability to perform the job?
- How many days were you sick last year?
- Have you ever filed for workers’ compensation? Have you ever been injured on the job?
- How much alcohol do you drink each week? Have you ever been treated for alcohol problems?
- Have you ever been treated for mental health problems?
- What prescription drugs are you currently taking?
INTERVIEW QUESTIONS

Interview questions must be job-related based on the posted vacancy announcement. The same questions will be asked of each applicant. In general, questions about personal information, especially those related to “protected” group status, are inappropriate or illegal, unless information is related directly to the position in question. Even if there is no intent to secure inappropriate information or to discriminate, applicants may view such questions as such. The following are protected classifications:

- Race and ethnicity
- Gender identity
- Religion
- National origin
- Age
- Pregnancy
- Sexual orientation
- Veteran status
- Medical Condition
- Disability

A detailed description of discussion regarding disability is found in the previous section (Appendix C).

Conversation with candidates, either during formal interviews or informal social situations, should steer clear of personal questions or comments. However, if the candidate initiates such discussion, then it is appropriate to answer and follow up. Regardless of who initiates the discussion, answers to such questions cannot be used in the hiring decision.

Some examples of inappropriate questions or comments initiated by the committee or department faculty are:

- Requires recent degree – age-related question. Should use “demonstrated recency in research or teaching experiences.”
- Discussion about family issues such as current number of children, childcare needs, expected future children, school districts, marital plans, etc.
- Discussion about religions and churches, such as recommendations about local churches, synagogues or temples candidates may be interested in joining.
- Discussion about domestic partner benefits.
- Discussion about armed forces service experiences, except if these experiences directly relate to the position in question. For example, if a candidate gained teaching
experience from the armed services, then questions about service experience are appropriate.

- Photographs or video – a requirement (or even an option) that candidates attach a photo to an application or provide a video is not appropriate. Photographs after the interview but before hiring should be avoided.

While not designed specifically for faculty searches, there are several websites which offer a further discussion of permissible interview questions, including:


http://courses.cs.vt.edu/~cs3604/careers/lawful.html

http://www.jobinterviewquestions.org/questions/illegal-questions.asp
REFERENCE CHECKING PROTOCOL

A. Care in Leaving Messages

1. Confidentiality
   a. Remember that at this stage of the process, the names of the candidates are not public
   b. If it is necessary to leave messages for candidates at their places of employment,
      1) It is OK to say: “This is John Jones and I am trying to reach Stan Smith” (do not divulge that the individual is an applicant for the position)
   c. If it is necessary to leave messages for references at their places of employment,
      1) It is OK to say: “This is John Jones and I am trying to reach Ginny Green because her name was given as a reference” (do not divulge the candidate’s name)

B. Call Candidates Before Beginning Reference Calls

1. Calling the candidates first will allow you to:
   a. Notify the candidate of where you are in the process
   b. Confirm the candidate’s continued interest (if it has been some time since the application was submitted)
   c. Discuss the types of references with whom you want to talk (i.e. references who have the professional relationship with the candidate that will yield information helpful to the screening process)
      1) e.g. a supervisor, “client”, colleague, etc.
      2) tailoring the references to the position will help to produce meaningful input to the committee’s deliberations
      3) “passive” reference checking (i.e. simply calling a few references named by the candidate without regard to their professional relationship to the candidate) will probably result in less helpful information

2. Ask each candidate:
   a. “If we want to talk to someone who is not on your list of references, is there anyone we may not talk to?”
   b. Adhere to candidate’s response

C. Divide Up the List of References

1. Have more than one committee member involved in contacting references for each candidate
   a. This approach:
      1) Allows for multiple committee members to receive information beyond the written application materials
      2) Reduces the chances of committee members inadvertently becoming advocates or adversaries for a particular candidate
3) Protects the integrity of the process from concerns that only one committee member conducted all references for a candidate and reported the information to the committee in a biased manner

2. Provide reference check assignments on a chart with following headings:
   a. Name of candidate, references to be called, member assigned to make call for each reference, candidate’s response to questions above re calling off the list
   b. Provide each committee member with entire chart so all know their assignments as well assignments to others
   c. Develop mechanism within the committee to coordinate calls in instances where calls are made to individuals off the list

D. Call the References
   1. Confirm that reference has enough time to answer a set of questions.
      a. Ideally, the reference should be completed in one call to provide for continuity of the discussion
      b. Provide some information about the university, the position, your department, etc. so that the reference has a context in which to respond
      c. Restrictions of references
         1) Be advised that many employers are themselves being advised not to respond to requests for references except for information regarding the person’s employment dates, salary history, and promotion record. Do not assume that if you receive this response it is because the applicant had problems with this employer.
         2) If a reference indicates that there is no organizational restriction but still does not want to provide information without providing a reason, call Human Resources to discuss how to proceed

2. All reference questions must be job-related
   a. If you cannot ask a question of a candidate in an interview, do not ask a reference that question (see Appendix D, Interview Questions)
   b. If a reference provides information that appears to be personal in nature but also appears that it could impact the ability of the candidate to perform his/her duties, call Human Resources prior to sharing the information with the other members of the committee.

3. Information from references should relate their first-hand knowledge of candidates
   a. If a reference indicates that they have no knowledge of the candidate’s abilities or provides second/third-hand information, you may want to ask the reference if he/she would like to recommend someone more appropriate for you to contact (see “Call Candidates” above about calling off the list)

4. Use standard set of questions as basis of conversation with references
a. You have developed a standard set of questions to ask all references in order to ensure that you are collecting common information about the candidates. This will provide you with a basis of comparison.

b. In addition, to the standard set of questions, you can and should ask follow up questions to ensure that you understood what the reference meant and that you have received a complete response.

5. Ask all of the questions that are part of the standard set.
   a. Sometimes references provide information that relates to a subsequent question on your list. Don’t assume that you have received a full response until you ask the question. Once the reference has actually heard the question, he/she may think of additional information.

6. Similar number of calls per candidate.
   a. While it may be ideal to reach exactly the same number of references for each candidate, you are not required to do so. However, please do ensure that a similar number of calls are made for each candidate. Avoid the appearance of a committee “agenda” for a candidate that may result if a disproportionate number of calls is made.
Acknowledgment of Application

(Date)

(Title, name)
(Address)
(Address)

Dear (title, name):

Your application for the position of__________has been received. Enclosed for your information is a copy of the Vacancy Announcement for this position, which states the minimum qualifications as well as the responsibilities of the position.

The U.S. Department of Labor requires this University to compile summary data on the gender and ethnicity of applicants for positions at this institution. For the purpose of statistical analysis, please complete and return the enclosed form to the Equal Opportunity/Affirmative Action Office.

We hope to proceed as rapidly as possible and will keep you informed of further developments with respect to your application. We appreciate your interest in California State University, Sacramento.

Sincerely,

__________, Chair
Department of__________

Enclosures
Applied Too Late for Consideration

(Date)

(Title, name)
(Address)
(Address)

Dear (title, name):

Thank you for applying for the position of ________________ in the Department of ________________. We have already reached the stage in the process where finalists have been invited to campus for interview. Therefore, we are not considering any additional applications at this time.

We appreciate your interest in California State University, Sacramento. I wish you well in your future endeavors.

Sincerely,

_________, Chair
Department of ____________
Invited for Interview

(Date)

(Title, name)
(Address)
(Address)

Dear (title, name):

This will confirm our telephone conversation on ________________ concerning your interview for the position of___________________.

(Provide information about hotel reservations [if any] including any responsibility candidate has for guaranteeing room with personal credit card, etc; who the “host” will be and how/when they will meet; and travel expense reimbursement.)

It is the policy of CSU, Sacramento to provide reasonable accommodations for qualified persons with disabilities who are employees or applicants for employment. If you need assistance or accommodations to interview because of a disability, please contact the department office at (916) 278-____. Employment opportunities will not be denied to anyone because of the need to make reasonable accommodations for a person’s disability.

(Optional: Enclosed is a packet of information which is being sent to each candidate. Also enclosed are copies of your interview schedule and a list of interviewers.)
If you have any questions, please feel free to call me at (916) 278-____.

Sincerely,

_________, Chair
Department of____________

Appendix I

Not Selected for Interview

(Date)

(Title, name)
(Address)
(Address)

Dear (title, name):

Thank you for applying for the position of _________________________________. The Committee gave your application serious consideration; however, you were not among those selected to interview for the position.

I want to thank you for your interest in California State University, Sacramento and wish you well in your future endeavors.

Sincerely,
Dear (title, name):

We have completed our selection process for the position of _____________. After serious consideration we have made an offer to another candidate.

On behalf of California State University, Sacramento, I want to thank you for your interest in us and wish you every success in the future.

Sincerely,
Dear (title, name),

We have completed our interview process for the position of ____________________. After serious consideration, we have decided not to fill the position at this time.
-OR-

We have decided to extend the search process.

We appreciate your interest in California State University, Sacramento.

Sincerely,

____________, Chair
Department of _____________