**College of Health and Human Services**

**Faculty Recruitment Process 2022-2023**

Note: All members of the search committee must review the OFA Recruitment Resources page and read the University Faculty Recruitment Guide on the [OFA Recruitment Resources](https://www.csus.edu/academic-affairs/faculty-advancement/internal/recruitment-resources-v2.html) page before beginning this process. This document is meant to highlight information from that page and that document and to confirm College-specific processes.

**Section 1: Before the position is posted**

**Request and approval for search:**

The College will request justifications for potential searches from Chairs in the spring. In April or May, the Provost notifies the Dean and OFA the number of approved faculty positions, approved rank, discipline, and salary ranges for new hires, and expectations for inclusive/diverse recruitment. Deans notify their department chairs of their respective searches in May, before the end of the academic year. Search committees should begin the development of advertising and recruitment plans and Department Chairs and AA/EORs should ensure that their mandatory 3-year training is up to date. It is highly recommended that all search committee members become AA/EOR trained in order to help foster inclusion and bias prevention in the hiring process. The link to the AA/EOR Training (*Inclusive Practices in the Search Process*) can be found [here](https://www.csus.edu/academic-affairs/faculty-advancement/internal/recruitment-resources-v2.html). It is good practice for all Tenure-Track faculty to be up to date on this training. Department Chair, search committee chair, and all committee members must complete the CSU Learn online recruitment training (*Searches and Recruitment in the CSU*) in order to serve on the search committee. The link can be found [here](https://www.csus.edu/academic-affairs/faculty-advancement/internal/recruitment-resources-v2.html).

In August-September, departments will elect search committees per UARTP policies if committees were not elected the previous Spring. If they did not do so in the spring, Chairs and AA/EOR representatives should attend the first available training. The search committee will complete a “Department Diversification Meeting” (check in #1) and a “Vacancy Development” consultation (Check in #2) with their Diversity Hiring Fellow prior to opening a job card in CHRS. In September, the search committees will develop hiring documents in consultation with the College and their assigned Diversity Hiring Fellow and work with staff to submit via CHRS recruiting.

* Job Posting Template/Vacancy Announcement
* Advertising Summary
* Required Applicant Submission Materials
* Screening Criteria Template
* Interview Questions
* Reference Check Questions

**Vacancy Announcement Template**:

In preparation for meeting with Inclusive Excellence, OFA has created a handy guide for items to include as you are creating the vacancy announcement including the template that is in CHRS Recruiting.

Note, this is the template that you will follow when creating the job card in CHRS Recruiting, so it’s a good idea to use this from the onset. You can view this on the OFA [Recruitment Resources page](https://www.csus.edu/academic-affairs/faculty-advancement/internal/recruitment-resources-v2.html).

Review and approval will then take place through online workflow. Particular attention is paid at each approval level to review materials for their contribution to generating diverse pools and to diversity and inclusion generally, per the particular field/discipline and current department demographics.

OFA will post positions on Sac State and CSU Careers website in mid-October. Search committee and departments carry out the remainder of the advertising plan, with the position being advertised to generate the broadest and most divers pool possible.

**Establishing the Search Committee:**

The timeliness of the recruitment process is a significant factor in attracting a strong pool of   
applicants. For this reason, it is recommended that search committees be elected in the Spring   
semester, prior to the end of the academic year. If this is not possible, search committees must   
be established by early September. All search committees must have an elected search   
committee chair, an Affirmative Action/Equal Opportunity Representative (AA/EOR), and be one of three models provided for in UARTP (University Appointment, Retention, Tenure and   
Promotion) 6.06.B.1-3. Refer to college practices and UARTP 6.06.B-D for other requirements   
and procedures for establishing the search committee. The AA/EOR has certain roles and   
responsibilities beyond that of a regular committee member. These roles and responsibilities are outlined in UARTP 6.06.C (relevant excerpts of which have been provided in Appendix B). Links to these documents and specific best practices for establishing the search committee can be found in the University Faculty Recruitment Guide.

**Preparing the Posting-Writing the Vacancy Announcement:**

Search committees are responsible for writing the vacancy announcement using a common   
template provided within CHRS Recruiting (a copy of the template is provided in Appendix B of the Faculty Recruitment Guide). Search Committees should schedule and complete a “Department Diversification” and “Vacancy Development” consultation with their Diversity Hiring Fellow. Please refer to the Inclusive Recruitment Initiative Checklist in the Faculty Recruitment Guide for a full list of requirements. Additionally, the AA/EOR is responsible for reviewing the completed vacancy announcement and ensuring that it reflects the University’s commitment to diversity (see Appendix C and Appendix D in the University Faculty Recruitment Guide).

Search committees are responsible for writing the Department Summary, Job Duties, and the Required and Preferred Qualifications. The AA/EOR is responsible for reviewing the completed position description and ensuring that it reflects the University’s commitment to diversity, equity, and inclusion. Please also use University Faculty Recruitment Guide and the CHHS Training Handout A: Position and Job Description to guide you. Handout A, provided by the Division of Inclusive Excellence includes information in the following areas:

* Pre-Work: What’s Your Departmental Context and Culture?
* Pre-Work: Setting Priorities
* Nuts and Bolts of the Job Description

The vacancy announcement is the first opportunity for a department to publicly proclaim its commitment to increasing diversity. Building a diverse pool of applicants requires a deliberate and conscious effort to ensure that outstanding applicants of women and underrepresented minorities (URMs), are developed. The search committee should discuss their views on diversity and excellence and why it is important to have a diverse pool. Sacramento State’s values of diversity and excellence should guide the discussions. The two are not oppositional. Excellence is achieved by incorporating diversity.

**Preparing the Posting-Developing Interview Questions:**

Search committees are responsible for developing interview questions that are aligned to the Essential Duties and the Required and Preferred Qualifications. The AA/EOR is responsible for reviewing the questions with the committee to ensure that they reflect the Department and University’s commitment to diversity, equity, and inclusion. Please use the University Faculty Recruitment Guide and CHHS Training Handout B: Inclusive Interview Practices to guide you. Handout B, provided by the Division of Inclusive Excellence includes information in the following areas:

* Interview Protocols
* Examples of Interview Questions that Center Diversity, Equity, and Inclusion
* The Interview Experience-Accessibility and Wellness
* Preventing and Addressing Bias in the Interview

**Advertising Plan:**  
Committees must submit both an Advertising Plan and the External Advertising Copy. The   
advertising copy should be an exact copy of the text which will be placed in online ads, outside   
of the CSU or Sacramento State websites. It is recommended that external ads be placed for a   
minimum of 30 days to ensure compliance with visa requirements in case of international hire   
and to provide sufficient time to reach a broad audience.

The Advertising Plan must provide a detailed, specific, and comprehensive outline of the steps   
the search committee will take to advertise the position and attract an adequate pool. These   
steps should include a list of the online posting locations and a detailed explanation of other   
outreach methods which would include recruitment efforts via phone, email, or in person. The   
dean and OFA are responsible for reviewing the advertising plan to ensure it is a   
comprehensive outreach plan that will reach a diverse audience. The dean and OFA may   
suggest or require increased advertising strategies if the advertising does not appear sufficient.

The advertising plan is one of the most important tools for achieving campus goals in regard to diversity and inclusion. It is important to acknowledge that circulating ads in traditional scholarly publication is conventional and useful but has proven limited in attracting a diverse pool. In addition, search committees must adopt bold strategies that include going beyond the traditional approaches. One such strategy is the courage to discuss biases that might prevent a broader outreach of a diverse pool of women and underrepresented minorities.

Examples of such assumptions are concluding that the candidates will not be available, the field does not have qualified women and underrepresented minorities, or candidates from specific cultures and family commitments would not apply. It is necessary that discussions on how to reach a diverse pool begin before the search takes place. Equally needed is an examination and comparison of the diversity of various departments, with the objective of critical analysis and sharing ideas. The efforts of recruiting a larger pool of diverse faculty could be greatly enhanced if developing a diverse pool is made the responsibility of every member of the committee.

See Appendix E in the University Faculty Recruitment Guide for more detailed suggestions for creating a robust and effective advertising plan and a list of potential sources of diverse graduates. Positions will be posted automatically to the websites listed below at no cost to the department or college:

* Sacramento State Jobs
* CSU Careers
* Chronicle of Higher Education
* Higher Ed jobs
* DiversityJobs.com (automatically posts positions to AfricanAmericanHires.com,   
  AsianHires.com, WeHireWomen.com, VeteranJobs.net, AllHispanicJobs.com,   
  LatinoJobs.org, DisabilityJobs.net, and AllLGBTJobs.com)

Any external advertisements aside from those listed above are the responsibility of the   
department. However, Sac State has contracted with JobElephant (JE), a higher education   
industry advertising agency, to facilitate a comprehensive advertising plan for each search.   
JobElephant will manage university advertising contracts with the Chronicle of Higher Ed, HigherEdJobs.com, DiversityJobs.com, LinkedIn and recommendations made by the   
department. JE will also suggest potential advertising opportunities and advertise directly on the behalf of departments. For all advertising needs, departments should contact Andy Boom directly, at JobElephant [andy@jobelephant.com](mailto:andy@jobelephant.com).

**Advertisements needed for PERM filing:** *Please forward to Christine for college records*

1. Copy of full-page containing advertisement for at least one print ad for the offered position that appears in a national or professional journal (e.g. The Chronicle of Higher Education or another appropriate journal). Ad must include employer name, job title, job duties, minimum requirements, location of employment, and how to apply. Copy of ad must show the journal title and date of publication. If such information is not on the page containing the ad, a copy of the journal covers where the ad was published must also be provided.
2. Alternatively, instead of the print advertisement, the offered position was published in an electronic/web-based version of a national or professional journal (ad must be accessible to the public without subscription or payment required for at least 30 calendar days), dated printouts of the screenshots showing the first day of ad posting and a date prior to ad closing, as evidence that the ad was posted for a minimum of 30 calendar days.
3. Copies of any other advertisements or recruitment methods undertaken. Online ads must have dated printouts of screenshots showing first day and last day of posting. Print ads must include name and date of publication. Listserve or email ads must have dated printout evidencing when the ad was posted or sent out.

**Required Applicant Submission Materials:**

All postings require submission of a CV (curriculum vitae)/resume, cover letter, unofficial   
transcripts, and a diversity statement. Additional materials, such as teaching evaluations, are at   
the discretion of the search committee and can be made required or optional (note: under most circumstances it is best practice to make additional materials required). Make sure to require   
materials that will allow you to measure for required/preferred qualifications. For example, a   
diversity statement may be the most useful tool in evaluating whether a candidate has a   
commitment to diversity. Consider making some submissions optional (i.e. past teaching   
evaluations) in order to reduce the likelihood of excluding those for whom such materials may   
not be readily produced, especially if such submissions do not weigh significantly in the   
evaluation process.

**Letters of Recommendation:**  
Consider requesting letters of recommendation from finalists only, or using phone reference   
checks in lieu of letters of recommendation. There are significant differences between letters of recommendation and phone reference checks. Letters of recommendation tell us what the writer wants us to hear, whereas phone reference checks allow us to ask for the information we want to hear. Furthermore, there’s no opportunity for follow-up with letters of recommendation. Before requiring letters of recommendation think critically about whether they provide a valid and/or valuable contribution to the evaluation of an applicant. Finally, it is also important to remember that the requirement to provide letters of recommendation can be a barrier for some applicants.

**Before you begin the Job Card:**

* Job Card initiator is provided the position number from Academic Affairs. These are sent directly to the College during the summer. You must enter **SA-** before the position number in CHRS. (example: **SA-462**)

**College of Health and Human Services Review and Division of Inclusive Excellence Consultation:**

Please send the following documents to the assigned Associate Dean in the College of Health and Human Services for review and feedback prior to your Division of Inclusive Excellence Vacancy Development consultation (check-in #2):

* Completed Job Posting Template/Vacancy Announcement
* Advertising Plan
* Interview Questions (include phone and in-person questions in one document)
* Screening Criteria (which are the required and preferred position qualifications)
* Phone reference check questions (if applicable)

**Initiating a Tenure Track Faculty Job Card in CHRS:**

Once you have completed your CHHS review and your first two consultations with Inclusive Excellence, the Department Chair OR the Department or College Support Staff will follow the CHRS Recruiting User Guide for initiating a Job Card for a faculty search (found on the CHRS Recruiting webpage) to begin the approval process.

The following are College-specific highlights to which you should attend:

Select A Position Number Window: Enter SA followed by a position number provided by the Dean’s Office: (example: **SA-462**)

Documents Window: Before filling in the job card information, you will need to have the following documents ready to upload

* Advertising Plan approved by Division of Inclusive Excellence
* Interview Questions (include phone and in-person questions in one document)
* Screening Criteria (which are the required and preferred position qualifications)
* Phone reference check questions (if applicable)
* Check-In Report on Vacancy Development consultation with Diversity Hiring Faculty Fellow

Requisition Information: Leave the Requisition Number field blank. A requisition number is generated automatically.

Posting Details: Leave the Additional/Other Advertising Sources field blank. The Advertising Plan was uploaded to the posting as a separate document, under the Documents tab.

Users and Approvals: Please enter the following

* Reports to Supervisor: Enter “Robert Pieretti”
* Administrative Support: Enter the name of your Department Administrative Coordinator
* Compliance Panel Facilitator: Enter the name of your AA/EOR
* Hiring Administrator: Enter the name of your Department Chair. If it defaults to the initiator of the job, delete and enter the Department Chair’s name instead.

Users and Approvers: Enter Approvers as indicated below:

* Department Chair: Enter Department Chair name
* College Analyst: Enter “Christine Kellermann”
* Dean: Enter “Robert Pieretti”
* Provost Office, Division Approver: Enter “Robyn Pitts”
* OFA Analyst: Enter “Justin Gaulke”
* OFA Final Review: Enter “Jackie Kernen”
* HR/Faculty Affairs Representative: Enter “Justin Gaulke”

**Approvals of Recruitment Materials**:

The department chair, dean and OFA are collectively responsible for reviewing and critically   
analyzing all recruitment materials, including the vacancy announcement, required   
attachments, and applicant submission materials. All materials, notably the vacancy announcement and recruitment plan, should be reviewed for their ability to attract a diverse and robust pool of qualified applicants. Each level has both the authority and responsibility to send the draft recruitment back down to previous levels if edits or improvements are needed.

Section 2: While the Search is in Progress:

When the posting closes the search committee will review the applications after meeting with the assigned Diversity Fellow for an “Interview Consultation.” (Check in #3)

**User Guide:**

Review the CHRS Search Committee Members and Chair User Guide on the [CHRS Recruiting webpage](https://www.csus.edu/administration-business-affairs/human-resources/chrs-recruiting/chrs-training.html) for step-by-step instructions on accessing and reviewing applications. All searches are “open until filled” but should be posted for a minimum of 30 days between posting date and initial review date. The search committee chair should work with OFA to obtain a demographics report of the applicant pool. The dean reviews this report on the initial review date and compares it with both department and national data (provided by Office of Equal Opportunity). It is the dean’s responsibility to determine whether the pool is adequately diverse and robust in comparison with the national data. If so, the dean may authorize the committee to move forward with screening applicants to determine those who meet the required qualifications as identified in the position description. If the pool is not adequate, the dean has the authority to decide, in conjunction with the Provost, whether to cancel the search or extend the posting with increased advertising efforts.

**Confidentiality:**  
All faculty searches are confidential. Committee members are informed of and agree to the confidentiality requirements via completion of the CSU Learn recruitment training. Search   
committees who are unable to comply with confidentiality or the nepotism policy shall recuse themselves from serving on the committee. Applicant files and discussion of applicants must be kept confidential. Only those faculty on the search committee may review applications. CVs for on-campus finalists may be dispersed to other department faculty at that time. The department chair and Dean may review applications at any stage in the process. Committees may solicit feedback or comments, from students during on-campus interviews for example, but may not share internal decisions with anyone outside of the committee. This is especially important when dealing with current employees within the department or campus. Be thoughtful of discussing candidates outside of committee meetings and in electronic format. Search committee members may have had opportunity to work professionally with some of the applicants. While this is not a reason to recuse oneself from the committee, it is required to disclose this information to everyone in the search committee, as well as the chair and Dean.

**Screening Applicants:**

The search committee screening process can be a multi-step process or a simple initial review   
followed by interview, depending on college practices, search committee composition, applicant pool, timeline, etc. Steps in the screening process may include an initial screening of the pool for minimum qualifications, phone/video interviews, on-campus interviews, and reference checks.

The search committee must maintain a list of applicants and their initial screening results (maintaining accurate workflow states in CHRS Recruiting is especially useful for these purposes).

Remember that lecturers and other internal candidates are reviewed based on the same qualifications and criteria as all other applicants for the position. The names of internal applicants, their status in the search, or their strengths and weaknesses should never be discussed with anyone outside the committee.

The goal is to get the most qualified candidate from the most diverse pool possible, one that reflects the diversity of all potential applicants. Using varied recruitment methods, avoiding the use of criteria that disadvantages women and underrepresented minorities, and acknowledging our biases are all ways in which both the quality and diversity of the applicant pool can be enhanced. For example, a department that has only male faculty may not choose to interview female applicants only in an effort to get a ‘diverse’ hire. Rather, efforts should have been made.

Remember that reference checks can be conducted at any point during the search. A good practice is to conduct reference checks on all candidates invited for the on-campus interviews. Refer to your college practices to determine at what point reference checks should be conducted. Remember that at this stage of the process, the names of the candidates are not public. If it is necessary to leave messages for references at their places of employment, 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).

The AA/EOR is responsible for ensuring that the screening and review process is free from bias and does not discriminate against any applicants based on race, gender, religion, disability, or other protected classifications. Please use the University Faculty Recruitment Guide and CHHS Training Handout C: Candidate Screening to guide you. Handout C, provided by the Division of Inclusive Excellence includes information in the following areas:

* Preventing and Counteracting Bias in Screening and Review Processes Checklist
* How to Review Applications from a DEI Lens
* Things to Consider and Discuss as a Committee

Section 3: Communication with the Dean

**CHHS Protocol for Initial Screening:**

After initial applicant screening, the search committee chair will electronically send the Dean the following:

1. List of unqualified candidates and reasons why they are not qualified.
2. List of qualified candidates that meet the minimum qualifications.
3. Names of strong candidates the search committee wants to interview and complete reference checks for and why

**(SAMPLE Attachment #1)**

**CHHS Protocol for Dean Approval:**

The search committee waits for the Dean’s approval. The Dean reviews the pool and determines whether to proceed, cancel or extend the search.The number of candidates that proceed to reference check and are invited for interviews is always to be made in consultation with the College Dean.

***Remember: The Search committee always waits for the Dean’s approval before inviting candidates for an interview.***

CHHS Protocol for Scheduling Interviews:

\*\*\*\*Contact Christine to schedule a 45-minute interview date and time slot with the Dean before scheduling interviews.

Section 4: Communication with the Candidate

Following approval from the Dean and obtaining interview date and 45-minute time slots from Christine Kellermann, the search committee Chair prepares to contact the candidate to ensure that the candidate is still interested in the position, that the committee may contact reference, and, finally, to invite them to interview.

Committees that conduct zoom pre-interviews/screening interviews must obtain permission from the Dean prior to scheduling the pre-interview. These committees should use a modified version of sample #1 to obtain permission to schedule the pre-interview and another version of sample #1 to obtain permission to schedule the on campus or virtual interview. The questions used for the zoom pre-interview must be clearly identified on the list of interview questions submitted in the job card.

If the Dean needs to schedule candidate interviews via zoom and your candidate is on campus, please

arrange for a quiet space in your department and a computer if your candidate doesn’t have one with

them. If you need help scheduling space or arranging for technology, please reach out to the Dean’s

office in advance of the interview date.

Protocol for scheduling interviews and reference checks:

Scheduling Interviews:

* Upon approval from the Dean, the committee will contact each candidate and discuss the following.
* Chair of committee introduces self
* Ask if the candidate is still interested in the CSUS faculty position.
* Ask if references listed can be contacted.
* Schedule on-campus or Zoom interview.
* This communication should be done by email. (**SAMPLE Attachment #2)**

Conducting Reference Checks:

* Upon approval from the Dean and permission from the candidate, the committee will conduct the reference checks.
* Committee should agree upfront on the minimum number of successful reference checks needed to move forward.
* Call the References
* Confirm with the reference that they have enough time to answer a set of questions.
* All reference questions must be job-related.
* Information from references should relate to their first-hand knowledge of candidate.
* Use approved set of questions to direct conversation with references.

Consult the University Faculty Recruitment Guide for specific suggestions and protocols for reference checks. Pay particular attention to the following:

Divide up the list of references. Have more than one committee member involved in contacting references for each candidate.

This approach allows for multiple committee members to receive information beyond the written application materials, reduces the chances of committee members inadvertently becoming advocates or adversaries for a particular candidate, and 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.

**Requirements for Candidates with Disabilities:**

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

Candidates with disabilities may require accommodations in the interview process (e.g., providing written materials in accessible formats, such as large print, braille, or audiotape, providing readers or sign language interpreters, ensuring that recruitment, interviews, tests, and other components of the application process are held in accessible locations, providing or modifying equipment or devices, adjusting or modifying application policies and procedures, etc.). Candidates who require accommodations must initiate requests for accommodation. The Office for Equal Opportunity (916) 278-5770 or equalopportunity@csus.edu) can provide assistance in arranging accommodations.

1. The following statement should be included in an invitation to interview:

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

Candidates with disabilities may require accommodations in the interview process (e.g., providing written materials in accessible formats, such as large print, braille, or audiotape, providing readers or sign language interpreters, ensuring that recruitment, interviews, tests, and other components of the application process are held in accessible locations, providing or modifying equipment or devices, adjusting or modifying application policies and procedures, etc.). Candidates who require accommodations must initiate requests for accommodation. The Office for Equal Opportunity (916) 278-5770 or equalopportunity@csus.edu) can provide assistance in arranging accommodations.

At any point in the process, 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.

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. These are examples of questions   
that can be asked:   
o “This position requires the teaching of discussion sections. How would you handle those   
classes?”   
o "You will be required to teach a field class. How would you handle that type of   
assignment?”

Applicants who have received job offers should make accommodation requests directly to the Office for Equal Opportunity, (916) 278-5770 or [equalopportunity@csus.edu](mailto:equalopportunity@csus.edu)).

Section 5: Hosting a Candidate:

Search committees should discuss which of the following options will be provided to candidates.

Committees must keep equity in mind as all candidates should be provided the same opportunities.

1. Fully in-person interview.

2. Hybrid interview where the candidate would travel to Sacramento and their interviews would be either in-person or virtual depending on the circumstances.

3. Fully virtual with the option of offering the final candidate the opportunity to come to Sacramento if conditions permitted.

**CHHS Protocol for scheduling Candidate Virtually:**

* The Zoom interview should clearly fit with the recruitment plan. All candidates must have an equal opportunity to succeed in the zoom interview.
* Interviews conducted through zoom will mirror in-person format, including using the same interview questions.
* The Zoom session and details of the day’s schedule should be arranged in advance at a mutually convenient time and the candidate should be told what to expect.
* It is helpful to put the interview questions in the chat during the interview.
* Each candidate should have an opportunity to ask questions of the search committee.
* Zoom interviews may not be recorded

**CHHS Protocol for scheduling Candidate to campus:**

The candidate will need to:

* Schedule and pay for their own flights
* When making reservations to travel, **obtain itemized receipts**. Please let candidates know to not use travel bundle sites such as Expedia, Travelocity, etc. as they do not provide the necessary breakdown of costs for reimbursement.
* If lodging is required, reserve and pay for lodging at the recommended hotels that you will provide to them:

Hampton Inn & Suites Sacramento at CSUS

1875 65th St. Sac, CA. 95819. 916-451-1135. Please ask for the government rate.

Larkspur Landing

555 Howe Avenue, Sacramento, CA 95825.

Phone: 916-646-1212. Please ask for the government rate.

All expenses paid by the candidate associated with the interview process will be reimbursed by the college budget analyst, Heather Crummett. Candidate should send scanned or copies of receipts to Heather Crummett at [crummetth@csus.edu](mailto:crummetth@csus.edu) Flight insurance will not be reimbursed.

**\*\*\* ALL receipts need to be itemized showing proof of payment**.

Accounts payable will not accept receipts showing a credit card transaction and amount, but no items. Or conversely, itemized receipts but no indication that payment was processed.

\*\*\*The candidate will fill out an online data vendor 204 form for the University. The form can be located at: <https://onbaseform.csus.edu/obforms/eforms/aba/finance/pub/vendordata204.aspx>

**CHHS Protocol for Hosting Candidates on Campus:**

Each candidate must be assigned a host from the department faculty for the day. The main purpose of the faculty 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 duration, components, and approximate schedule of the campus visit should be the same for each candidate. The same amount of meeting times and social activity must be devoted to all the candidate(s), including candidates who are current or former Sacramento State faculty employees.

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 a faculty escort for any times they will be unable to do so themselves.
3. Committee member escorts must keep in touch with the Chair of the Committee to inform the Chair of any changes.
4. The host will be responsible for taking the candidate to lunch and/or dinner. The college has established limits on who attends these meals and how much money can be spent. These limits include:

* No more than five people shall attend lunch (including the candidate).
* No more than five people shall attend dinner (including the candidate).
* Lunch shall be no more than $25.00 per person.
* Dinner shall be no more than $45.00 per person.
* Any alcohol purchased will not be reimbursed. It is recommended for alcohol to be purchased separately.
* Reimbursement for a meet and greet or reception in lieu of lunch or dinner is limited to $250

**CHHS Protocol for Host Reimbursement:**

For reimbursement of candidate meals, email a single PDF including itemized receipt(s) and the following information to the College Budget Analyst, Heather Crummett [crummeth@csus.edu](mailto:crummeth@csus.edu)

* Name of person being reimbursed (assigned faculty host)
* Name of candidate
* Date/time of interview
* Names of all attendees and their affiliation (faculty, staff, etc.)
* Search position number

Hosted meals are reimbursed to faculty members directly, to include the candidate and faculty members. An itemized receipt or invoice must include the merchant or provider name, a detailed list of the service(s) or item(s) purchased, date, amount of expense and method of payment. **Cancelled checks, handwritten receipts, bank statements, credit card statement, and/or credit/debit card transaction receipts cannot be used to verify a hospitality expense.**

CHHS Protocol for Interview Schedule:

(**SAMPLE Attachment #3)**

The interview schedule should include:

* Meet and greet with the Department
* Search committee interview
* 45-minute interview with the Dean
* Interview with Department Chair
* Campus tour
* Lunch, dinner, and/or meet and greet with refreshments as appropriate
* A presentation/seminar, lecture, demonstration, etc. to department faculty and students (departments should refer to their own ARTP policies). Feedback from those attending should be in writing to the committee. Qualtrics is often used to obtain feedback.

At no time should the candidate be left unattended.

Search committees are responsible for ensuring inclusive interview practices. The AA/EOR is responsible for ensuring that the interview experience reflects the University’s commitment to diversity, equity, and inclusion. Please use the University Faculty Recruitment Guide and CHHS Training Handout B: Inclusive Interview Practices to guide your committee as you plan for the day. Handout B, provided by the Division of Inclusive Excellence includes information in the following areas:

* Interview Protocols
* Examples of Interview Questions that Center Diversity, Equity, and Inclusion
* The Interview Experience-Accessibility and Wellness
* Preventing and Addressing Bias in the Interview

Section 6: Search Committee Recommendation to the Dean and Final Check-in with Diversity Hiring Fellow

The Search Committee makes a recommendation to the Dean through a recommendation memo. **(SAMPLE Attachment #4)**

Search committees provide the dean with a ranked list of interviewed candidates. Applicants recommended for hire should be designated as such in CHRS Recruiting (see Faculty Search Chair and Committee Member User Guide)

It is valuable to give the Dean an early notice on the committee’s selection. The Dean reviews the recommendation and upon consultation with the Department Chair a conclusion is made. The committee does not contact the finalist, the Dean does this. Approval is obtained from the Provost prior to the Dean making the offer.

The Recruitment Process Summary/Candidate Evaluation and Recommendation Form is needed, and has been imbedded into the CHRS Job Card. The form will be automatically be routed to the Search committee chair to be completed within the system. Once the form is completed it will be routed through Adobe Sign to the Office of Faculty Advancement.

The AA/EOR form will be automatically routed to the AA/EOR representative to be signed within the system.

At the conclusion of finalist interviews, the committee will schedule a “Post-Process Debrief” with the assigned Diversity Fellow. (Check-in #4)

Offer Card:

At this point, the committee work is done, with the exception of onboarding a candidate, if hired.

The Dean will make a verbal offer to the candidate. Once the candidate has accepted, the Dean prepares a memo for OFA.

College support staff will initiate the official offer card in CHRS.

Onboarding New Faculty:

The committee is responsible for discussing what information should be provided to the new faculty member and share these recommendations with the Department Chair. The committee should recommend a plan for onboarding for the new faculty member that includes peer support from 1-2 junior faculty members and mentorship from 1 tenured faculty member. The Department Chair should reach out to the new faculty member and make an open-ended offer to answer questions and provide guidance and support. Please use CHHS Training Handout D: Onboarding New Faculty to guide you. Handout D, provided by the Division of Inclusive Excellence includes information in the following areas:

* Setting Up a New Hire for Success
* Important Documents and Resources
* Mentoring and Peer Support Best Practices.

Attachments and Resources:

1. CHHS Training Handouts A, B, C, D
2. SAMPLE#1 Memo: List of candidates for reference checks
3. SAMPLE#2 Interview Invitation
4. SAMPLE#3 Campus Visit Itinerary
5. SAMPLE#4 Recommendation to the Dean