



SACRAMENTO
STATE

College of Health & Human Services Faculty Recruitment Workshop 2025-2026

Robert Pieretti, Associate Dean

Mary Maguire, Dean

Redefine the Possible™

Purpose of Training

- Review Office of Faculty Advancement and Division of Inclusive Excellence best practices in recruitment
- Review the hiring process specifics for the College

Inclusive Hiring Toolkit for Tenure Track Searches

- The information has been developed in collaboration with the Office of Faculty Advancement (OFA) and the Division of Inclusive Excellence to provide guidance throughout the recruitment process. The phases and resources represent the general recruitment process for probationary (tenure-track) faculty. Specific duties, steps, and roles may vary by department or college. All committees should consult their department ARTP policy as necessary; committees and departments should contact OFA for more details. It is recommended that searches for full-time lecturers follow a similar process as shown below. Access the Tool kit at this [link](#)



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Diversity

Redefine the Possible™

Goal: Expand Opportunities to attract large, diverse, and qualified applicant pools

Review the “Prior to Search” Section of the Inclusive Hiring Toolkit

Committee

- 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 your own department ARTP documents and UARTP 6.06.B-D for other requirements and procedures for establishing the search committee.
- Department Chair does not serve as Search Committee Chair
- The AA/EOR can be the Search Committee Chair if elected by the Search Committee to serve in that capacity
- The Department Chair cannot serve as the Search Committee AA/EOR

Model 1

Search Committee: A minimum of three faculty members who are elected by the tenured and probationary faculty in the department, one of whom may be the Department Chair. The Department may elect an alternate or alternates at its discretion. The members of the Search Committee shall elect a Search Committee Chair who has the responsibility for acting on behalf of the entire Department and who makes a recommendation or provides a ranked list of candidates directly to the Dean. The Department Chair may not be the Chair of the Search Committee. If the Department Chair is elected to the Search Committee, the Department Chair shall not make an independent recommendation to the Dean. If the Department Chair is not elected to the Search Committee, the Department Chair may make an independent recommendation to the Dean.

Model 2

Search Committee and Department Chair: A minimum of three faculty members, not including the Department Chair, who are elected by the tenured and probationary faculty in the department. The Department may elect an alternate or alternates at its discretion. The members of Search Committee shall elect a Search Committee Chair who has the responsibility for acting on behalf of the entire Department and who makes a recommendation or provides a ranked list of candidates directly to the Dean. The Department Chair is an ex officio, non-voting member of the Search Committee. The Department Chair shall make a separate and independent recommendation to the Dean. The Chair's recommendation shall be shared with the members of the Search Committee who will share their recommendation or ranked list with the Department Chair.

Model 3

Search Committee of the Whole with a Screening Committee: All tenured and probationary faculty members, including the Department Chair, shall serve as a Search Committee of the Whole and shall elect their own Search Committee Chair. The Search Committee Chair and at least two other faculty members elected by the Search Committee of the Whole shall serve as the Screening Committee. The Screening Committee shall review all applications to identify a subset of strong candidates whose files will then be reviewed by all members of the Search Committee. The Search Committee of the Whole shall make a recommendation or provide a ranked list of candidates directly to the Dean. The Department Chair may not be the Chair of the Search Committee of the Whole, and cannot serve on the Screening Committee. The Department Chair shall not make an independent recommendation to the Dean.

Search Committees

- Please email Ingrid Kantola and Robert Pieretti the names of the Search Committee members and identify the Committee Chair and the AA/EOR prior to beginning any committee work

Search Committees

- The search committee should be diverse in order to bring a broad array of ideas and experiences
- This includes faculty from diverse backgrounds and experiences (e.g., race/ethnicity, gender, disability, etc.) and faculty from diverse subdisciplines
- Please be mindful that women and underrepresented minorities in their fields are frequently asked to sit on various committees and may be overburdened by administrative commitments
- Consider including faculty from outside of your department, especially if you are searching in a field in which your department lacks expertise or this is emerging or interdisciplinary ([Cornell, Best Practices in Faculty Recruitment](#))
- Start examining data to inform what diversifying the faculty means in your department

Vacancy Announcement=Job Posting

- Use the Vacancy Announcement Template Guide link from the “What’s a Job Posting” section of the Inclusive Hiring Toolkit
- Develop a Screening Rubric using the Screening Criteria Template from the Inclusive Hiring Toolkit
- Develop Questions for all interviews being conducted by the committee (preliminary Zoom/on campus): *Dean expects Preliminary Zoom interview before on-campus interviews
- Develop Reference Check Questions
- All of the above is required before a posting can be submitted for approval

Vacancy Announcement=Job Posting

- Use the Inclusive Language Checklist from the “Using Inclusive Language in your Job Posting” section of the Inclusive Hiring Toolkit
- Elevate Sac State as a minority-serving institution and the Sacramento region in the job description
- Embed DEIBJ goals in required and preferred qualifications
- Craft inclusive interview questions
- Develop interview questions to assess contributions to diversity, equity, and inclusion
- Develop a rubric that matches your job description and is limited to just the required and preferred qualifications
- Develop a rubric to assess contributions to DEIBJ

Vacancy Announcement

Language examples for postings:

- Demonstrated commitment to educational equity or diversity
- Cross-cultural communication skills
- Demonstrated ability to mentor and support students from diverse backgrounds
- Commitment to diversity, equity and inclusion
- Make sure all qualifications relate to the job
- Please refer to **HHS Handout A Attachment**
- Needs Associate Dean review before posting recruitment

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.

Recruitment

- Be proactive in advertising – diverse publications – conferences and meetings
- Understand your pipeline (new grads, part time faculty, etc.)
- Reach out to your contacts
- Review the “Creating an Advertising Plan” Section of the Inclusive Hiring Toolkit

Advertising Plan Specifics

Craft your advertising plan to reach out to diverse and historically marginalized candidates: Beyond posting in traditional outlets (i.e. Chronicle of Higher Ed). The use of multiple advertising strategies will enhance the diversity of the pool. Consider recruiting via:

- Journal publications and websites, especially those targeting women and underrepresented groups.
- Discipline-specific networks and associations, including those focused on women and underrepresented groups.
- Colleges and universities that are designated as HSI, HBCU, and TCU.
- Pipeline programs, such as the CSU Chancellors Office Doctoral Incentive Program
- Professional conferences – identify what, when, and who will attend and how recruitment efforts will be conducted there.
- Personal and direct outreach.
- Building and utilizing personal networks to identify qualified candidates, including those from underrepresented groups.
- Contact your alumni/ae.

Review the "[Suggested Recruitment Strategies](#)" for other best practices for advertising strategies.

Before the Position is Posted

Committee members and department chair must complete the following pre-work:

1. All members complete CSU Learn online recruitment training “Searches and Recruitment in the CSU” (valid for two years)
2. AA/EOR and Department Chair must be current with AA/EOR training. (Valid for 3 years.)
3. Request college review of recruitment materials by emailing them to Dr. Robert Pieretti.
 - Job Posting/Vacancy Announcement
 - Advertising Plan Summary
 - Screening Rubric (Required and Preferred Qualifications)
 - Interview Questions (include zoom preliminary zoom interview and on campus interview questions in one document)
 - Reference Check Questions

CSU Learn Recruitment Training

- CSU Learn: All search committee members and department chair are required to complete the two system-wide online training modules regarding Searches and Recruitment in the CSU provided by the Chancellor's Office. The link can be found at "[Searches and Recruitment in the CSU](#)" The training (training is current for two years).

AA/EOR and Department Chair
must be current on training

Affirmative Action Officer role and importance –
provide oversight and guidance on ways to expand
pools, ensure against bias and report irregularities to
campus officials. Check with your OFA Analyst (Justin
Gaulke) to see your currency status (gaulke@csus.edu)

Responsible for insuring the screening and review
process is free from bias and does not discriminate
against any applicants

Recommended that ALL tenure track faculty become
AA/EOR trained

AA/EOR Training

- This hybrid (asynchronous-synchronous) training is designed to inform and support the designated AA/EOR (*Affirmative Action Equal Opportunity Representative*) in each department faculty search committee to fulfill their role in promoting the university's commitment to diversity, equity, and inclusion in faculty recruitment. Its content and guidance on building an inclusive faculty search process is relevant for all search committee members, especially committee chairs.
- If you are interested in participating in this training, please complete the [30-minute asynchronous pre-work on Canvas](#). Make sure to enroll in the course by clicking the button on the top right.

AA/EOR Training

Once you complete the pre-work in Canvas, you will be able to register for a Zoom synchronous session for any of the following Fall 2024 dates. See Training and Consultation [webpage](#) for more information:

- September 3 - 1:30 pm - 3:00 pm
- September 13 - 2:00 pm - 3:30 pm
- September 17 - 1:30 pm - 3:00 pm
- September 23 - 2:00 pm - 3:30 pm
- October 1 - 1:30 pm - 3:00 pm
- October 9 - 2:00 pm - 3:30 pm
- October 15 - 1:30 pm - 3:00 pm
- October 25 - 2:00 pm - 3:30 pm
- October 29 - 1:30 pm - 3:00 pm
- November 8 - 2:00 pm - 3:30 pm
- November 12 - 1:30 pm - 3:00 pm
- November 20 - 2:00 pm - 3:30 pm
- December 6 - 2:00 pm - 3:30 pm

Initiating a Tenure Track Faculty Job Card in CHRS:

Once you have completed your CHHS review contact Robert Pieretti and Ingrid Kantola.

Robert and Ingrid will initiate the job card for you.

PERM Filings

- **Advertisements needed for PERM filing:** *Please forward to Ingrid Kantola for college records*
- 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.
- 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.
- 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.

Preparing to Review Applications

- Search committees will receive access to applications on the initial review date that was included in the job posting. Committees should review [CHRS Recruiting User Guide: Search Committee Chair and Members](#) for information on how to access the applicant materials.
- Positions are open until filled. Committees need to decide how they will evaluate applications received after the initial review date.
- Review initial applicant pool. Follow your department and college ARTP policy and recruitment plan to identify finalists (long list, Zoom interviews, etc).
- 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 Dean determines that 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. 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.

Preparing to Review Applications

- Review the “Get the Committee on the Same Page” section of the Inclusive Hiring Toolkit

Search committee ground rules (adopted from [Cornell’s Faculty Recruitment Guide](#)):

- Confidentiality. All search committee members must be sure they can confidentially share their views with colleagues. Set ground rules about what can be discussed with other members of the department outside the meetings
- Legal and Illegal Questions. Ensure the search committee members and anyone else participating in the search process are aware of the legal and illegal interview questions.
- Record Keeping. The committee should keep complete records about job postings, lists of candidates, candidate nominations, candidate dossiers, ratings, long and short lists, and interview notes. This will help evaluate the success of the search.
- Consensus or Votes. The committee should decide how decisions will be reached, either by consensus or voting. If the latter, then the committee should also decide if absentee votes will be allowed, and if the votes will be open or confidential.

Preparing to Review Applications

- Review CHHS Handout B Attachment

Screening Applicants

The search committee will review applications and electronically send the Dean the following:

- List of unqualified candidates and reasons why they are not qualified.
- List of qualified candidates that meet the minimum qualifications.
- Names of strong candidates the search committee wants to conduct preliminary Zoom interviews with and complete reference checks for and why.

(See SAMPLE #1 Memo Attachment)

- Search committee ALWAYS waits for the Dean's approval. The Dean reviews the pool and determines whether to proceed, cancel or extend the search.

Memo to Dean Requesting Permission to conduct Preliminary Zoom Interviews and Reference checks

SAMPLE #1: List of candidates for Preliminary Zoom Interviews and Reference checks

MEMO

From: Dr. Chair, Chair, Search and Screen Committee, Division of Social Work
To: Mary Maguire, Dean, College of Health and Human Services
Subject: List of tenure-track position candidates (#101238) for reference check and preliminary zoom interview
Date: XXXXX

Overview

The Search and Screen committee of the Division of Social Work met and reviewed 22 candidates for the tenure-track position on Thursday, January 8, 2023. The committee selected six candidates for the reference check and preliminary zoom interview. Upon approval by the Dean, the committee will proceed with the reference checks and arrangement of preliminary zoom interviews.

Selection of the tenure-track position candidates for reference checks and preliminary zoom interviews

Division of Social Work has announced the open position for a 9-month tenure track assistant professor since early December. Minimum qualification of this position is 1) doctorate or ABD, 2) at least 2 years of professional experience in the content areas, and 3) evidence of knowledge about human behaviors and social environment (HBSE) or social policy. As of January 8, 2023, the Division has received 22 applications to the position.

The Search and Screen committee of the Division of Social Work met on Thursday, January 8, 2023, to review the 22 candidates for the assistant professorship. Here is the summary of the review results.

First, the committee eliminated 6 candidates because they did not meet the minimum qualifications.

John Doe: No Ph.D. degree (final degree is MSW)

Jane Doe: Does not have enough professional experience in the content areas

John Doe: Does not have enough professional experience in the content areas

Jane Doe No Ph.D. degree (final degree is JD)

John Doe: Does not have enough professional experience in the content areas

Jane Doe: Does not have enough professional experience in the content areas

Among those candidates who meet the minimum requirements, the committee identified less-preferred candidates.

John Doe: Relatively less teaching experience and limited scholarly work

Jane Doe: No teaching experience for HBSE or Policy courses

John Doe: No teaching experience for HBSE or Policy courses

Jane Doe: Relatively less teaching experience and limited scholarly work

John Doe: Relatively less teaching experience and limited scholarly work

Jane Doe: No teaching experience for HBSE or Policy courses

John Doe: Relatively less teaching experience and limited ability to teach diversity

Jane Doe: Relatively less teaching experience and limited ability to teach diversity

John Doe: No teaching experience for HBSE or Policy courses and limited scholarly work

Jane Doe: No teaching experience for HBSE or Policy courses

Thus, the committee selected six potentially strong candidates.

John Doe

Jane Doe

John Doe

Jane Doe

John Doe

Jane Doe

All six candidates either currently hold Ph.D. or equivalent degree (John Doe, Jane Doe, John Doe, Jane Doe) or ABD expecting to earn the degree in summer 2014 (John Doe, Jane Doe). All six candidates have experiences teaching courses of HBSE (John Doe, Jane Doe), Policy (John Doe, Jane Doe), or both (John Doe, Jane Doe). Their application files show that all six candidates have undertaken strong scholarly work, taught a diverse student body, and are engaged in community services.

Upon approval by the Dean, the committee will contact each candidate and discuss the following:

- Introduce ourselves
- Ask if they are still interested in the Sac State faculty position
- Ask if we can call references
- Schedule a preliminary zoom interview
- Call references

If you have any questions regarding the selection process and the six candidates for reference check and preliminary zoom interview, please do not hesitate to contact me at.

End of memo.

Protocol for scheduling Preliminary Zoom Interviews and reference checks

- Upon approval from the Dean, the committee will contact each candidate and discuss the following (done by email, **See SAMPLE #2 Attachment**):
 - Chair of committee introduces self
 - Ask if the candidate is still interested in the Sac State faculty position.
 - Ask if references listed can be contacted.
 - Schedule preliminary Zoom interview
 - Call references

Preliminary Zoom Interview Invitation

SAMPLE #2 Preliminary Zoom Interview Invite

Dear Dr. Li,

Your application for the Tenure-Track Law Enforcement, Assistant Professor position in the Division of Criminal Justice at California State University, Sacramento, has been reviewed by the search committee. The search committee would like to advance your application to the next phase in the search process: Preliminary Zoom Interview.

As indicated in my telephone call to you on (month/date/year), your preliminary zoom interview has been scheduled for: XXXXX

Please do not hesitate to let us know if there is something else that we can do to make your virtual visit as comfortable as possible. For example, if you have any technology requests, or other needs, please let me know and we'll make sure to account for these as we plan the day.

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 a disability related reasonable accommodation as part of the application and/or interviewing process, visit this [Link](#) and contact the Benefits Office by email at benefits@csus.edu or by telephone at 916-278-6213.

Candidates who require accommodations must initiate requests for accommodations. The Benefits Office can provide assistance with arranging accommodations. The candidate will share with the Benefits Office that they have been contacted for an on-campus zoom interview for (Position), with (Office), and reporting to (Hiring Manager). The candidate is not required to disclose to the interview requestor the medical basis for the accommodation request. If additional information is needed to respond to the candidate's request, the University may request the candidate to ask their health care provider to confirm their disability and/or the need for the requested accommodation.

We appreciate your interest in California State University, Sacramento. If you have any questions, please feel free to contact me directly at (916) 278-XXXX.

Sincerely,
Chairs name

Protocol for Preliminary Zoom Interview

- The Zoom interview should clearly fit with the recruitment plan. All candidates must have an equal opportunity to succeed in the zoom pre-screening.
- The Zoom interview details 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 pre-screening.
- Each candidate should have an opportunity to ask questions of the search committee.
- Preliminary Zoom interviews may not be recorded.

A Note - Reference Checks

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 preliminary Zoom interviews. 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).

Protocol for 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

Preliminary Zoom Interview

The search committee will conduct preliminary Zoom interviews and reference checks and then electronically send the Dean the following:

- Names of strong candidates the search committee wants to interview on-campus and why

(See SAMPLE #1B Attachment)

- Search committee ALWAYS waits for the Dean's approval before inviting candidates to campus. The Dean reviews the pool and determines whether to proceed, cancel or extend the search.

Memo to Dean Requesting Permission to Interview on Campus

SAMPLE #1B: List of candidates for On-Campus Interview

MEMO

From: Dr. Chair, Chair, Search and Screen Committee, Division of Social Work
To: Mary Maguire, Dean, College of Health and Human Services
Subject: List of tenure-track position candidates (#101238) for on campus interviews.
Date: XXXXXX

Overview

The Search and Screen committee of the Division of Social Work met and reviewed 22 candidates for the tenure-track position on Thursday, January 8, 2022. The committee selected six candidates for the reference checks and preliminary zoom interviews.

Following approval by the Dean, the committee contacted each candidate and discussed the following:

- Introduced ourselves
- Asked if they were still interested in the CSUS faculty position
- Asked if we could call references
- Scheduled a preliminary zoom interview
- Called references

The Search and Screen committee of the Division of Social Work met on the following dates to conduct preliminary zoom interviews:

Date: Candidate
Date: Candidate
Date: Candidate
Date: Candidate
Date: Candidate

Here is a summary of the results:

The committee ranked the following three candidates highest based on the pre-established preliminary zoom screening questions and reference checks.

John Doe
Jane Doe
John Doe

The committee ranked the following three candidates lowest on the pre-established preliminary zoom screening questions and reference checks.

John Doe
Jane Doe
John Doe

Thus, the committee would like to invite the three highest ranked candidates to campus for an on-campus interview.

John Doe
Jane Doe
John Doe

Upon approval by the Dean, the committee will contact each candidate and discuss the following:

- Ask if they are still interested in the Sac State faculty position
- Schedule an on-campus interview

If you have any questions regarding the selection process and the three candidates for on campus interview, please do not hesitate to contact me at.

End of memo.

Preparing to Interview on Campus

- **Review CHHS Handout C Attachment**
- Review the “Inclusive Interviewing Practices” section of the Inclusive Hiring Toolkit, paying particular attention to the parts about obtaining student and faculty feedback during campus presentations and establishing a search-committee debrief plan after interviews are completed

On-Campus Interview Options

The search committee should discuss the interview options. Bear in mind that searches need to be equitable (i.e., the same format)

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.

See the sample Qualtrics questions for inquiring about candidate's needs during the campus interviews in the "How to Communicate With Candidates" section of the Inclusive Hiring Toolkit

Requirements for Candidates with Disabilities

The following statement should be included in an invitation to interview. If all interview arrangements are made by telephone, this information must be given as part of the telephone conversation:

It is the policy of CSU, Sacramento to provide accommodations for persons with disabilities who are employees or applicants for employment. If you need a disability related reasonable accommodation as part of the application and/or interviewing process, visit:

<https://www.csus.edu/administration-business-affairs/human-resources/benefits/reasonable-accommodation.htm>

Miscellaneous Information:

- 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.).
- Inform candidates who require accommodations they must initiate requests for accommodations. The Benefits Office may be reached by e-mail at benefits@csus.edu, by telephone at (916) 278-6213, and can provide assistance with arranging accommodations.

Provide the candidate with the information he/she will need to give to the Benefits Office at the time a request is made:

- The candidate will share with the Benefits Office, he/she has been contacted for an on-campus/video(skype, zoom) interview for (Position), with (Office), and reporting to (Hiring Manager).
- Note to the candidate, it is their responsibility to contact the Benefits Office to request an accommodation. The candidate is not required to disclose to the interview requestor the medical basis for the accommodation request. If additional information is needed to respond to the candidate's request, the University may request the candidate to ask their health care provider to confirm their disability and/or the need for the requested accommodation.

Requirements for Candidates with Disabilities

- 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 can make accommodation requests through the Benefits Office by email at benefits@csus.edu, by telephone at (916) 278-6213 or by fax at (916) 278-7731

Dean Interviews

- Contact Ingrid Kantola to schedule 45 minute interview before creating the candidate's schedule.
- 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 Candidates to Campus

Search committee chair contacts candidate to ensure they are still interested in the position, and then invites them 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, contact Ingrid Kantola (Ingrid.kantola@csus.edu) to reserve pre paid lodging at the Hampton Inn & Suites:

Hampton Inn & Suites
1875 65th Street, Sacramento, CA 95819.

NEW: The College has an open Purchase Order at the Hampton Inn & Suites. You will need to provide Ingrid the candidates name, email address and phone number.

- Most expenses paid by the candidate associated with the interview process will be reimbursed by the college. Flight insurance and Wi-Fi 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.
- Candidate should send scanned or copies of receipts to the Department ASC to receive approval from Kat Hughes.
- Campus visitors will be expected to follow all safety protocols. We are not mandating vaccines for campus visitors.
- **An email should be sent to the candidates regarding their interview/visit to campus. (SAMPLE #2B Attachment)**

On Campus Interview Invite

SAMPLE # 2b On-Campus Interview Invite

Dear XXXXXX,

Your application for the Tenure-Track Assistant Professor Position in Communication Sciences and Disorders (Job ID 101690) in the Department of Communication Sciences and Disorders at California State University, Sacramento, has been reviewed by the search committee. The search committee would like to advance your application to the next phase in the search process: On-Campus Interviews.

As indicated in my telephone call to you on (month/date/year), your interview has been scheduled for XXXXXX

The Sacramento State Department of Communication Sciences and Disorders on-campus interview day typically consists of:

- * Meeting and interview with the search committee
- * Meeting with Department Chair
- * Interview with the Dean of the College of Health and Human Services
- * Campus tour
- * Candidate classroom presentation (50 minutes)
- * Opportunities to meet with students and faculty

Schedule details will be disseminated prior to the interview date.

Please be aware of the following Faculty Search Candidate Travel and Reimbursement information.

Travel arrangements:

1. Schedule and pay for your flights.
2. If lodging is required, please contact Ingrid Kantola at ingrid.kantola@csus.edu. The College has an open PO with the Hampton Inn and Suites at 1875 65th Street, Sacramento, California. You will need to provide Ingrid with your name, email address, and cell phone number so that the reservation can be made for you.
3. When making reservations to travel, obtain **itemized receipts**. Accounts payable recommends not using Expedia because the receipt is not itemized.

Receipts for reimbursements must be kept for:

1. Airfare for the candidate only
2. If driving rather than flying, roundtrip mileage is provided at standard state rates. Candidates will need to provide Google Maps with estimated mileage from residence to campus. Candidates will also need to provide the license plate number of vehicles driven. Reimbursement for mileage must be less than estimated flight costs if flying is an option.
3. Airport parking for the candidate only

4. Ground Transportation (taxi, shuttle, rental car) for the candidate only

5. Meals for Candidate:

- a. Meals not provided by the department on the day of interview will be reimbursed. Please keep itemized receipts.

Reimbursements:

Please fill out an online data vendor form for reimbursement before the interview. [Link](#)

You will receive instructions on how to submit receipts for reimbursement once you have completed all travel associated with the interview.

Accommodations:

Please do not hesitate to let us know if there is something else that we can do to make your virtual visit as comfortable as possible. For example, if you have any technology requests, or other needs, please let me know and we'll make sure to account for these as we plan the day.

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 a disability related reasonable accommodation as part of the application and/or interviewing process, visit this [Link](#) and contact the Benefits Office by email at benefits@csus.edu or by telephone at 916-278-6213.

Candidates who require accommodations must initiate requests for accommodations. The Benefits Office can provide assistance with arranging accommodations. The candidate will share with the Benefits Office that they have been contacted for an on-campus zoom interview for (Position), with (Office), and reporting to (Hiring Manager). The candidate is not required to disclose to the interview requestor the medical basis for the accommodation request. If additional information is needed to respond to the candidate's request, the University may request the candidate to ask their health care provider to confirm their disability and/or the need for the requested accommodation.

We appreciate your interest in California State University, Sacramento and look forward to your on-campus interview. If you have any questions, please feel free to contact me directly at (916) 278-XXXX.

Sincerely,
Chairs name

Campus Visit

- Be deliberate in showcasing our diverse student body, our educational equity programming and our strategic plan and mission.
- Consider candidates' areas of expertise and interest.

Developing your interview schedule

The interview schedule should include (in-person or hybrid):

- Meet and greet with the department
- Search committee interview
- 45 minute interview with the Dean
- Interview with the department chair
- Campus tour
- Lunch, dinner, and/or meet and greet with refreshments as appropriate
- 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. [See SAMPLE # 3 Attachment](#)
- Once the schedule is set, please email it to Ingrid Kantola

On-campus Itinerary

- Itinerary Example

SAMPLE #3 Campus Visit Itinerary

Friday, January 30th

~John Doe~

Kinesiology/Biomechanics Search

<u>Time</u>	<u>Activity</u>	<u>Location</u>	<u>Escort</u>
<u>Thursday, January 29th</u>			
	Arrive in Sacramento 4pm	Airport/Larkspur	TBA
<u>Friday, January 30th</u>			
9:00am	Pickup at Hotel	Larkspur	Susan
9:15-9:45am	Presentation to faculty & KINS 133 students	SLN 2004	Susan
10-10:45am	Interview with Department Chair	SLN 3002	Susan
11-11:30am	Social with Faculty and Students	SLN 3000	Bill
11:30-12:30	Interview with Dean	SLN 5000	Susan
12:30-1:45	Lunch with Chair and	University Center	Susan
2-3:00pm	Interview with Search Committee	SLN 5000	Susan
3:00	Campus Tour	SLN 3002	Jane
	Return to Hotel		Dick
6:30pm	Dinner with Mike and Sam	TBA	Tom
<u>Saturday, January 31th</u>			
	Depart Sacramento at 10:30am	Airport/Larkspur	TBA

Hosting a Candidate

Each candidate must be assigned a host from the department faculty for the day. At no time should the candidate be left unattended. 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.

Faculty hosts are responsible for the candidate's entire interview schedule – which includes the following:

- Welcoming the candidate, which should include a phone call to the candidate before the candidate is scheduled to arrive.
- 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 assigned host's responsibility to arrange an escort for any times they will be unable to do so themselves.
- Committee member hosts must keep in touch with the Chair of the Committee to inform the chair of any changes.
- The hosts will be responsible for taking the candidate to lunch and/or dinner (lunch on campus at Engrained is preferred). 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 the lunch or dinner (including the candidate).**
 - **The limits for lunch costs shall be no more than \$25.00 per person.**
 - **The limits for dinner costs shall be no more than \$45.00 per person.**
 - **Reimbursement for a meet and greet in lieu of lunch or dinner is limited to \$250.00**
 - **Tips cannot exceed 20%**
- Any alcohol purchased will not be reimbursed. It is recommended for alcohol to be purchased separately.
- Faculty should send scanned or copies of receipts to department ASCs within 5 business days of the meal.

Hosts Reimbursement

For reimbursement of candidate meals, email a single PDF including itemized receipt(s) and the following information to the Department ASC. Kat Hughes will be the approver:

- Name of person being reimbursed (assigned faculty host)
- Name of candidate
- Interview itinerary (including dates and times)
- Names of all attendees and their affiliation (faculty, staff, etc.)
- Search position number
- Hosted meals are reimbursed to the faculty host directly. 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.**

Recommendation to the Dean

- The Committee makes recommendation to the Dean through a recommendation memo. (See **SAMPLE #4 Attachment**)
- It is valuable to give the Dean an early notice on the committee's selection. 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.
- The dean considers the search committee's recommendation and makes the final hiring decision.
- Approval is obtained from the Provost prior to the Dean making the offer

Recommendation to Dean

SAMPLE #4: Recommendation to the Dean

Date

To: Mary Maguire, Dean
College of Health and Human Services

From: Search Committee Chair:
Department of Public Health

RE: Tenure Track Position in XXXXXXXXX

This memo is our recommendation to you concerning the search for a tenure track position in XXXXXXXXXX in the Department of Public Health. Based on the review of the applicant files, the interview with the candidates, and other general observations, we would like to forward the following recommendations to you.

We recommend that we offer Dr. xxxxxxxxxxxx the position.

If Dr. xxxxxxxxxxxx declines the offer, we recommend that you offer the Dr. YYYYYYY the position.

If Dr. yyyyyy declines the offer, we would like to discuss other options with you.

If you have any questions, please contact me. Thank you.

cc. Dean of College
Department Chair
Ingrid Kantola
Kat Hughes

Recruitment Process Summary/Candidate Evaluation and Recommendation Form

- 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. It can be used to organize thoughts and recommendation for finalists referred to the Dean.

Recruitment Process Summary/Candidate Evaluation and Recommendation Form

Recruitment Process Summary

Requisition Title: _____ Requisition Number: _____

Form completed by: _____
Name Signature Date

Role in Search Committee: Chair Member AA/EOR

SEARCH COMMITTEE MODEL

Pursuant to UARTP Section 6.06.B, please indicate the Search Committee model utilized in this search:

- Search Committee (Minimum of three faculty)
- Search Committee and Department Chair (Minimum of three faculty; Dept. Chair ex officio)
- Search Committee of the Whole with a Screening Committee

VERIFICATIONS & APPROVALS:

A. Qualifications – All qualifications have been verified and all candidates invited for interview meet ALL required qualifications: Yes No (please explain) _____

B. Reference checks - Hiring committees are responsible for completing reference checks before an applicant is offered an appointment.
 Reference checks completed: Yes No (please explain) _____

C. Degrees – Was the highest/terminal degree verified for your recommended candidate(s)?
 Yes No (Please explain) _____

Highest degree verified: _____ Institution earned from: _____
 Date Earned: _____ If degree verified is not terminal degree, deadline for obtaining terminal degree: _____

CANDIDATE(S) RECOMMENDED FOR APPOINTMENT

Please list the recommended candidate(s) for the position.

Choice	Candidate Name	Reasons for ranking (as it pertains to advertised job criteria)
1		
2		
3		

No candidates recommended from pool.

Academic Affairs

APPLICANT ASSESSMENTS

Please list all applicants invited for on-campus interview.

Applicant Name	Which preferred qualifications did candidate meet?	Applicants Strengths in comparison to other applicants	Applicants Weaknesses in comparison to other applicants

Academic Affairs

AA/EOR Form

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

AA/EOR Form

AA/EOR Affirmation

Requisition Title: _____ Requisition Number: _____

Form completed by: _____

Pursuant to UARTP Section 6.06.D.2.H, I affirm by my signature that no inappropriate actions have been taken which may have been the effect of discriminating against an applicant for this faculty position.

Signature: _____

Date: _____

OR

I decline to sign to affirm the above statement, for the following reason(s):

You are also invited to provide **anonymous** comments, concerns or feedback at:

[Anonymous Qualtrics Survey](#)

Academic Affairs

Offer Card

- At this point, the committee's official work is done, with the exception of onboarding a candidate if hired.
- The Dean will confer with the Provost
- Robert Pieretti and Ingrid Kantola will initiate the official Offer Card in CHRS.
- OFA extends Provost's official offer through CHRS and works with the candidate on the background check and hiring process

Committee Debrief

- Committees should debrief about the recruitment process. It is recommended for committees to document their process for future recruitments in the department.
- Set the final status for remaining applicants so they will receive appropriate regrets notifications.

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 AND complete the Chairs Checklist to onboard and retain faculty (Onboarding tie Faculty Recruitment with Faculty Retention section of the Inclusive Hiring Toolkit)

Please use **CHHS Handout D: Onboarding New Faculty** to guide you in preparing to support and retain the new faculty member.

- New faculty will be invited to New Faculty Orientation (NFO). NFO is held in August during the week before the academic year begins. OFA will communicate with faculty directly on details

College of Health & Human Services

Questions?

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