Revised: May 2005

Special thanks to Cheryl Gonzalez, Associate Director, Human Resources and Director of the Office of Diversity Enhancement and Compliance; Susannah Miller, Assistant Director, Human Resources and Manager, Faculty Relations; Phaedra Harris, Coordinator, Faculty Relations; Diane Hamilton, Coordinator, HR Employment and Recruitment Services; Francesca Ciaccio, Coordinator, HR Employment and Recruitment Services; Karen Goodlett, Assistant Director, Human Resources and Manager, Classification/Compensation; Linda Gross, Academic Administrator; David Schutt, Manager, Employment and Recruitment Services; Dr. Cliff Madsden, School of Music; Chris Roby, Director, Multipurpose Facilities, and Joseph Quimby, Coordinator, Human Resources, for their assistance in compiling and reviewing the Guide.

NOTE: The Guide is also available in an alternative format, upon request. Please contact Joseph Quimby, Coordinator, Human Resources, Office of Diversity Enhancement and Compliance, at (850) 644-0505 or via e-mail at jquimby@admin.fsu.edu to receive a printable copy.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>TITLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>I. THE SEARCH AND SCREENING COMMITTEE</td>
<td>2-4</td>
</tr>
<tr>
<td>1. Description</td>
<td>2</td>
</tr>
<tr>
<td>2. Functions</td>
<td>2</td>
</tr>
<tr>
<td>3. Objectives</td>
<td>2</td>
</tr>
<tr>
<td>4. Formation</td>
<td>3</td>
</tr>
<tr>
<td>5. Record Keeping</td>
<td>3</td>
</tr>
<tr>
<td>II. ADVERTISING, RECRUITMENT AND EMPLOYMENT POLICY</td>
<td>5-11</td>
</tr>
<tr>
<td>1. Position Descriptions</td>
<td>5</td>
</tr>
<tr>
<td>2. Requisition Posting Process</td>
<td>5</td>
</tr>
<tr>
<td>a. Posting Faculty Positions</td>
<td>5</td>
</tr>
<tr>
<td>b. Posting A&amp;P and USPS Positions</td>
<td>6</td>
</tr>
<tr>
<td>3. Circumstances Requiring No Requisition Posting</td>
<td>6</td>
</tr>
<tr>
<td>4. Exemptions From Listing Requirements</td>
<td>6</td>
</tr>
<tr>
<td>a. Requisitions funded from contracts or grants</td>
<td>7</td>
</tr>
<tr>
<td>b. Requisitions of 0.5 or less FTE</td>
<td>7</td>
</tr>
<tr>
<td>c. Requisitions to be filled as “visiting” appointments</td>
<td>7</td>
</tr>
<tr>
<td>d. Other Personnel Services (OPS) appointments</td>
<td>7</td>
</tr>
<tr>
<td>e. Requisitions to be filled through the promotion of an FSU employee Grant-in-Aid recipient</td>
<td>7</td>
</tr>
<tr>
<td>f. Requisitions to be filled as part of the settlement of Discrimination cases</td>
<td>7</td>
</tr>
<tr>
<td>5. Waiver of Posting</td>
<td>7</td>
</tr>
<tr>
<td>a. Waiver of advertisement request form</td>
<td>7</td>
</tr>
<tr>
<td>b. Resume or job application of the candidate</td>
<td>7</td>
</tr>
<tr>
<td>c. Description of the position</td>
<td>7</td>
</tr>
<tr>
<td>d. Description of specific circumstances and rationale for request</td>
<td>7</td>
</tr>
<tr>
<td>e. Additional information which may pertain to consideration</td>
<td>7</td>
</tr>
<tr>
<td>6. Posting Responsibility and Criteria</td>
<td>8</td>
</tr>
<tr>
<td>7. Pay Grade and Salary Information</td>
<td>8</td>
</tr>
<tr>
<td>8. Equal Opportunity Compliance</td>
<td>8</td>
</tr>
<tr>
<td>9. Application Deadline</td>
<td>8</td>
</tr>
<tr>
<td>10. Posting Forms</td>
<td>9</td>
</tr>
<tr>
<td>Title</td>
<td>Page</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>11. Length of Posting Period</td>
<td>9-10</td>
</tr>
<tr>
<td>a. Faculty</td>
<td>9</td>
</tr>
<tr>
<td>b. A&amp;P/USPS</td>
<td>9</td>
</tr>
<tr>
<td>c. Exception for Open Postings</td>
<td>10</td>
</tr>
<tr>
<td>d. Re-Posting</td>
<td>10</td>
</tr>
<tr>
<td>(1). Requisitions filled at a different rank or salary [pay grade].</td>
<td></td>
</tr>
<tr>
<td>(2). Requisitions filled with different qualifications than announced.</td>
<td></td>
</tr>
<tr>
<td>12. Applicant Sources</td>
<td>10</td>
</tr>
<tr>
<td>13. Where to Post</td>
<td>10</td>
</tr>
<tr>
<td>III. SCREENING PROCEDURES AND INTERVIEWING GUIDELINES</td>
<td>11-24</td>
</tr>
<tr>
<td>1. Applicant Pool</td>
<td>11</td>
</tr>
<tr>
<td>2. Completed Applications</td>
<td>11</td>
</tr>
<tr>
<td>3. Late Applications</td>
<td>11</td>
</tr>
<tr>
<td>4. Application Evaluations</td>
<td>11</td>
</tr>
<tr>
<td>a. Step 1: Evaluate</td>
<td>11</td>
</tr>
<tr>
<td>b. Step 2: Analyze</td>
<td>12</td>
</tr>
<tr>
<td>c. Step 3: Clarify</td>
<td>12</td>
</tr>
<tr>
<td>d. Step 4: Rank</td>
<td>12</td>
</tr>
<tr>
<td>e. Step 5: Interview &amp; Reference Checks</td>
<td>12</td>
</tr>
<tr>
<td>5. Lawful and Unlawful Employment/Interview Inquiries</td>
<td>13-15</td>
</tr>
<tr>
<td>6. Applicant Interviewing</td>
<td>15-16</td>
</tr>
<tr>
<td>a. General Interview Questions</td>
<td>17-18</td>
</tr>
<tr>
<td>b. Interviewing Applicants with Disabilities</td>
<td>19</td>
</tr>
<tr>
<td>7. Tips for Tactful Interviewing</td>
<td>20-22</td>
</tr>
<tr>
<td>a. Interruptions</td>
<td>20</td>
</tr>
<tr>
<td>b. Individual Treatment</td>
<td>20</td>
</tr>
<tr>
<td>c. First Impressions</td>
<td>20</td>
</tr>
<tr>
<td>d. Listening</td>
<td>20</td>
</tr>
<tr>
<td>e. Questions Unrelated to the Job</td>
<td>20</td>
</tr>
<tr>
<td>f. Arguments/Confrontations</td>
<td>20</td>
</tr>
<tr>
<td>g. Making Promises</td>
<td>21</td>
</tr>
<tr>
<td>h. Privacy and Confidentiality</td>
<td>21</td>
</tr>
<tr>
<td>i. Sufficient Interviewing Time</td>
<td>21</td>
</tr>
<tr>
<td>j. Directly Questioning Attitudes</td>
<td>21</td>
</tr>
<tr>
<td>k. Taking Notes</td>
<td>21</td>
</tr>
<tr>
<td>l. Limiting Interview Questions</td>
<td>21</td>
</tr>
<tr>
<td>m. Language Level</td>
<td>22</td>
</tr>
<tr>
<td>TITLE</td>
<td>PAGE</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>n. The Halo Effect</td>
<td>22</td>
</tr>
<tr>
<td>o. Impatience</td>
<td>22</td>
</tr>
<tr>
<td>p. Reverse Discrimination</td>
<td>22</td>
</tr>
<tr>
<td>q. Quick Decisions</td>
<td>22</td>
</tr>
<tr>
<td>8. Tips on Telephone Interviews</td>
<td>22-23</td>
</tr>
<tr>
<td>a. Planning and Arranging the Interview</td>
<td>22</td>
</tr>
<tr>
<td>b. Conducting the Interview</td>
<td>23</td>
</tr>
<tr>
<td>9. Providing a Benefits Synopsis</td>
<td>23</td>
</tr>
<tr>
<td>10. Providing a Welcoming Package for Top Interviewees</td>
<td>23</td>
</tr>
<tr>
<td>11. Making Travel Arrangements and Accommodations</td>
<td>24</td>
</tr>
<tr>
<td>12. Recommending Top Candidates</td>
<td>24</td>
</tr>
<tr>
<td>13. Hiring Authority</td>
<td>24</td>
</tr>
<tr>
<td>14. Reporting Requirements Once Employed</td>
<td>24</td>
</tr>
</tbody>
</table>

**IV. AFFIRMATIVE ACTION GUIDELINES** 25-28

1. A Major Management Objective                                      25
2. Review of Benchmarks, Goals, and Objectives                       25
3. Monitoring and Compliance                                          26
4. Preferences                                                        26
5. Training and Awareness                                             26
6. Recruitment                                                        26
7. Affirmative Action Plan & The Florida Education Equity Act         26
8. A Management Tool                                                  27
9. Employment Conditions                                              27
10. The Role of University Administrators and Supervisors              28
11. Equal Opportunity Statement                                        28

**V. AMERICANS WITH DISABILITIES ACT (ADA)** 29-33

1. The Americans with Disabilities Act                                29
2. Guidelines for ADA Compliance in Employment                        29
3. An ADA Statement                                                    29
4. Covered Individuals                                                30
5. Covered Employment Practices                                        30
6. Prohibited Actions and Practices                                    31
7. Reasonable Accommodations                                           31
8. Health and Safety Risks                                             32
9. Pre-employment Inquiries and Medical Examinations                   33
10. Worker’s Compensation and Work-Related Injuries                    33
11. Drug Testing                                                       33

**VI. APPENDICES** 34-56

1. Recruitment Sources                                                35
   a. Historically Black Colleges and Universities                    36-42
Dear FSU Faculty and Staff:

As part of The Florida State University’s continuing pursuit of excellence in higher education, it is important to actively strive to build and maintain a diverse University community that welcomes, values, and respects the individual differences of those we serve. Accordingly, the implementation of employment decision-making processes that allow employees to achieve their full potential is both fundamental and essential to meet our institutional mission.

These processes contribute to the continuous update of the Search and Screening Guide. The Guide promotes diversity, fairness, non-discrimination, and full compliance with Federal and State laws and statutes; local ordinances; and University policies and procedures, as applicable. It also assists University administrators, managers, hiring officials, and search committees in achieving institutional employment objectives within their respective units; and serves as a valuable reference guide in employment decisions to make the best choice for promotions and new hires.

I suggest that all hiring officials become familiar with the contents of this Guide and utilize it to conduct an effective, efficient, and strategic search.

T. K. Wetherell
President
Dear FSU Faculty and Staff:

The Florida State University constantly seeks ways to recruit, employ, and appoint talented individuals from a diverse pool of applicants, who are capable of contributing to the University’s overall mission and objectives.

Towards that end, the University is committed to fostering diversity and inclusion when recruiting nationally, regionally, within the state of Florida, and locally.

This Guide is provided for your use when filling vacancies within your particular unit or department. It is designed as a human resource management tool to assist you when establishing search committees and making hiring decisions.

By following the guidelines contained in the following pages, FSU will maintain a diverse, innovative, and capable faculty and staff throughout the 21st century and remain a great place to work!

Dr. Anne E. Rowe                Joyce A. Ingram
Deputy Provost and             Assistant Vice President
Dean of the Faculties         and Chief Human
                                Resources Officer
The Florida State University ("FSU" or "University") is a comprehensive, graduate-research university with a liberal arts base that is fully committed to diversity and equal opportunity in employment. It endeavors to provide a welcoming campus environment that embraces, values, and respects the worth and dignity of each person. The University actively promotes equal employment opportunity and non-discrimination for all applicants and employees with respect to race, color, religion, age, disability, sex, marital status, national origin, and veteran status.

Search and screening is a key element in the implementation and manifestation of this commitment. Accordingly, the University views the use of search and screening committees as a means towards achieving the expected end result of equal opportunity in employment for all applicants and employees through selection procedures that are consistent and non-discriminatory.

Hiring authorities of higher education institutions commonly use such committees as a part of the process for filling faculty, executive, managerial, administrative and professional, and hourly positions. Therefore, consistent with University policy and various other employment-related requirements with which public educational institutions seek to comply, this Search and Screening Guide ("Guide") sets forth uniform guidelines for search and screening, pursuant to Federal and State regulations, and University internal policies and procedures for all positions.

This Guide is specifically designed to serve both as a blueprint for hiring officials when establishing search and screening committees at the University and as a valuable and handy tool for University Deans, Directors, Department Heads, and other administrators who have direct authority to make hiring decisions.

Please bear in mind that this Guide should not be considered as the only source on how to conduct an employment search. Rather, this compilation should serve as a procedural process to aid and support the various aspects of the search and screening process that meets the needs and compelling interests of the University. The user is encouraged to augment these guidelines with other actions and resources that contribute to the efficiency and effectiveness of the process.
I. THE SEARCH AND SCREENING COMMITTEE

COMMITTEE DESCRIPTION

A Search and Screening Committee (“Committee”) is a select group of University officials that has been given the responsibility to find and recommend eligible applicants for vacant positions within various departments throughout the University. To ensure reasonable extensive and objective recruitment practices have been taken, the University fully endorses and promotes the use of search and screening committees.

COMMITTEE FUNCTIONS

The initial responsibility of the Committee is to establish specific criteria and guidelines for conducting the search. Once this has been accomplished, the Committee performs the following primary functions:

a. Seeks and locates qualified individuals who are interested in applying for the position under consideration, utilizing University and other sources;

b. Receives, reviews, and evaluates applications from candidates for the advertised position under consideration;

c. Interviews qualified individuals who applied for the position under consideration; and,

d. Recommends the best candidate(s) to the hiring authority.

As it is imperative that a Search and Screening Committee operate within the framework of University guidelines and requirements, each Committee member should become familiar with the policies, rules, regulations, and specific institutional employment benchmarks, which may be obtained from the Office of Diversity Enhancement and Compliance in Human Resources; Human Resources in the Office of the Dean of the Faculties/Human Resources Joint Venture; or, the Employment and Recruitment Services Section of Human Resources.

COMMITTEE OBJECTIVES

The search and screening process should embody objectives that provide for:

a. A geographical search that is comprehensive in terms of professional, social, and institutional explorations;

b. A deliberate effort that targets populations that are either not represented or are underrepresented in the unit or department which seeks to fill a position;

c. Objective screening procedures, which ensure fair and equitable treatment for all applicants; and,
d. Completion of search and screening functions within a prescribed and reasonable timeline.

COMMITTEE FORMATION

Members of the Committee should be appointed by the appropriate administrator or hiring authority when it is determined that a position is to be filled. Search committees should be used to fill the following types of positions:

a. Faculty positions beginning at the Assistant Professor rank;

b. Administrative and Professional (A&P) positions beginning at pay grade 4; and,


NOTE: The use of search committees is not restricted to those ranks/pay grades listed above. Hiring authorities are urged to utilize search committees to fill vacancies at all levels.

The hiring authority also determines the size and composition of the Committee, and may either appoint a Chairperson or allow the Committee to elect a Chairperson via a voting process. Committees should be established based on the following standards and characteristics:

a. Committee membership should include individuals who are employed within the hiring unit with knowledge of the discipline (for faculty searches); individuals who are familiar with the pertinent administrative duties and responsibilities (for searches at the executive, administrative, and managerial levels); or individuals who have a general knowledge of the particular position requirements (for searches at general A&P and USPS levels).

b. Committee members, at a minimum, should have a general knowledge of the employment and recruitment process. Each Committee member should read this Guide, which should be considered a basic orientation to the search and screening process.

COMMITTEE RECORD KEEPING

Committee records should be maintained for a period of two (2) years, and consist of the following, at a minimum:

a. Information on recruitment efforts, including advertisements, vacancy announcements, and records of contacts (direct, phone, e-mail, and letter);

b. A copy of the position description (A&P and USPS positions only);
c. All applications received and considered for the position;
d. An applicant log noting race/ethnicity and gender, when possible;
e. A listing of qualified applicants considered by the hiring department or unit;
f. A listing of applicants eliminated from consideration who were determined not to be qualified, with reasons;
g. Checklists or ranking instruments used and any minutes relating to Committee deliberations and the rationale for applicant recommendations;
h. A listing of applicants who were selected for an interview and those who were recommended to the hiring authority; and,
i. Documentation affirming that applicants not selected for an interview were notified of their status.

The Chairperson of the Committee is responsible for ensuring that all records regarding the search are properly retained. Such records are normally maintained in the hiring department for a minimum of two (2) years.
II. ADVERTISING, RECRUITMENT and EMPLOYMENT POLICY

POSITION DESCRIPTIONS

For A&P and USPS requisitions, one of the most important steps in the initial hiring process for the Committee is utilizing an up-to-date Position Description (“PD”), in order to establish the knowledge, skills, and abilities (“KSAs”) required for the position. This may require a job analysis by analysts from HR’s Classification Section. The analysis may then be utilized to prepare an initial or updated PD. An accurate PD will facilitate all other aspects of the hiring process (resist the temptation to use the previous PD).

For new positions, the Office of Budget and Analysis authorizes and manages all position numbers for E&G and Auxiliary funded positions (Faculty, A&P, and USPS). The HR Classification Section authorizes and manages position numbers for C&G and Agency-funded positions (A&P and USPS only). The Office of the Dean of the Faculties (“DOF”) manages Faculty requisition numbers.

To ensure that Departments post requisitions effectively and efficiently, it is advisable to consult HR Employment and Recruitment Services at (850) 644-6035 for A&P and USPS requisitions, and the Office of the Dean of the Faculties/HR Joint Venture Office at (850) 645-2202 for faculty requisitions, prior to posting.

REQUISITION POSTING PROCESS

Requisitions in all classifications, both new and continuing, for all budget entities in the employee categories of General Faculty, Administrative and Professional (“A&P”), and select University Support Personnel System (“USPS”) must be posted in the FSU Position Vacancy Listing for a minimum of seven (7) calendar days, unless specifically exempted under provisions described later in this Section.

In order to effectively post a requisition, it is necessary to execute a public announcement that covers the full geographical area from which potential qualified applicants for the position might reasonably be available. Departments should also consider posting in professional journals/periodicals with national distribution; publications of particular interest to African-Americans, Hispanics, women, and other ethnic minority groups; and at colleges and universities where members of these groups are significantly represented. This should yield a more diverse pool of applicants.

a. Posting Faculty Positions
To post a faculty position, a job requisition must be created in OMNI Human Resources.

Departments may create faculty job requisitions on a continuous basis. Complete and accurate requisitions will be placed on the FSU Job Vacancy posting list within two (2) business days after “Authorizer” approval is obtained. For further information on posting, please contact the Office of the Dean of the Faculties at (850) 644-6876.
b. Posting A&P and USPS Requisitions
To post A&P and USPS requisitions for University-wide dissemination, a requisition must be created. It must include required or preferred knowledge, skills, and abilities, and forwarded through the appropriate approvers to the Employment and Recruitment Services Section in Human Resources.

Requisitions may be submitted to the Employment and Recruitment Services Section at any time. Posting shall be carried out on the Position Vacancy Announcement Section of the HR Web site as soon as possible, or according to a pre-planned posting date.

CIRCUMSTANCES REQUIRING NO REQUISITION POSTING

The following circumstances do not represent bona fide requisitions and no requisition posting is required:

a. Academic promotions such as Assistant Professor to Associate Professor within the same department;

b. Position rotations; e.g., where a member of the Faculty is elected or designated on a rotating basis to serve as chairperson or associate chairperson for a specified time period, consistent with the department’s position rotation policies and procedures;

c. The reassignment or demotion of an employee in an A&P or USPS position to a different position;

d. The reclassification of a filled A&P, USPS, or General Faculty position where no actual vacancy exists; or,

e. A change in funding from a “soft” money source (e.g., the termination of a grant, contract, or an auxiliary line) with no change in duties, responsibilities, or classification, if the incumbent was hired according to University vacancy procedures.

EXEMPTIONS FROM LISTING REQUIREMENTS

The following types of requisitions are exempt from the listing requirements under the conditions set forth below:

a. Requisitions funded from contracts or grants, including:
   (1) Principal Investigator ("P.I.") and other requisitions funded from newly established or newly expanded contracts or grants where the proposed incumbent is specifically identified by name in the contract or grant (e.g., increased funding occurs which enables additional employee hires.)

   (2) Requisitions funded from contracts or grants, which become available due
to the termination and re-establishment of a contract or grant, provided the requisitions still retain the same duties and responsibilities under the re-established contract or grant.

b. Requisitions to be filled as “visiting” appointments, provided the visiting appointments do not extend beyond one (1) year.

c. Graduate Teaching and Research Assistants (except Non-Exempt) and Adjunct Faculty.

d. Requisitions to be filled through the promotion of an FSU employee Grant-in-Aid recipient who completed the program in good standing.

e. Requisitions to be filled as part of a settlement of a discrimination case or other legal action.

WAIVER OF POSTING

A waiver of posting (also referred to as a “waiver of announcement”) may also be requested due to unanticipated and compelling circumstances. All waivers of announcement and/or advertisement must be authorized by the President or the President’s designee. The University’s Director of Diversity Enhancement and Compliance in HR has been authorized by the President to approve waiver requests.

The University’s Director of Diversity Enhancement and Compliance may also approve a request for a waiver of posting that will contribute to the achievement of unmet institutional benchmarks for employment, provided that it involves focused recruitment, or a position for which it is difficult to recruit candidates. No waiver is required for faculty requisitions filled under the Provost’s minority recruitment initiative.

Requests for waivers of posting, when appropriate, should be submitted in writing to the University’s Director of Diversity Enhancement and Compliance, accompanied by documentation of the facts pertaining to the situation. At a minimum, this documentation should include:

a. The completed Waiver of Advertisement Request Form and/or memorandum;

b. The resume of the candidate;

c. The position description (A&P or USPS);

d. The description of the specific circumstances and rationale for the request; and,

e. Any other pertinent information that should be considered: (e.g., other eligible, qualified candidates that were considered for the position).
POSTING RESPONSIBILITY AND CRITERIA

Posting of the position should be as specific as possible regarding expected performance standards. The posting must include clear criteria that an applicant will be expected to meet to qualify for the position. The definition of terms such as “major,” “significant,” “minimum,” and “minor” should be defined, if such terms are used.

PAY GRADE AND SALARY INFORMATION

A&P, USPS, and Faculty postings must indicate an expected hiring salary range, or that the salary is negotiable above the minimum, when applicable, by entering “Negotiable” for the maximum salary on the FSU PVA Form. Faculty postings must also show specific rank, as appropriate.

EQUAL OPPORTUNITY COMPLIANCE

All position vacancy postings placed in journals and periodicals should carry a statement reflecting the University’s position regarding equal opportunity, diversity and inclusion. The following statement (or a similar version) is recommended:

```
The Florida State University (FSU) subscribes to equal employment opportunity and does not tolerate illegal discrimination and harassment. All eligible candidates are invited to apply for position vacancies as appropriate. FSU is a public records agency pursuant to Chapter 119, Florida Statutes.

An Equal Opportunity/Access/Affirmative Action Employer
```

To provide greater flexibility during the posting period as a means of attracting highly sought after candidates, the following statement is recommended for journals and periodicals:

```
The Florida State University is seeking applications for (designated position). The search committee will commence its initial screening of applications on (specific date). However, the advertising and search process will remain active until the position is filled.
```

APPLICATION DEADLINE

Each vacancy announcement/posting should show an application deadline, unless the vacancy qualifies as an “open” position, which requires the approval of Human Resources. An “open” position is one for which no application deadline date has been established due to an on-going need for the class. **OTHERWISE, NO POSITION MAY BE FILLED OR A FIRM COMMITMENT FOR EMPLOYMENT MADE, UNTIL AFTER THE APPLICATION DEADLINE DATE.**
FORMS

Pending advancements due to OMNI, all University departments should use standard forms for the purpose of announcing vacant positions, until further notice. The forms noted below are in the Appendices of this Guide. University HR forms are subject to timely revision and current versions are available on HR’s Web site (Faculty forms are available on the DOF Web site at: http://www.fsu.edu/~dof)

Affirmative Action Search, Screening and Selection Summary (FSU Form # AA186 Rev. 5/04)

Applicant Information for Monitoring Affirmative Action (FSU Form # AA317 Rev. 5/04)

Faculty Position Vacancy Announcement Form (FSU Form # PVA 001 – Rev.5/04)

LENGTH OF POSTING PERIOD

All position vacancies for General Faculty, A&P, and select USPS positions shall be announced in the FSU Position Vacancy Listing according to the following schedule (unless specifically exempted):

a. Faculty - a minimum of seven (7) calendar days;

b. A&P/USPS - a minimum of seven (7) calendar days.

NOTE: If re-posting any of the above requisitions, the schedule may be shortened – contact the Employment Section in Human Resources, or the DOF, as appropriate, for information.

Note that if a lengthy recruitment period has been posted for a vacant A&P or USPS position, and there is a subsequent desire to reduce the period (i.e., establish an earlier application deadline), the requisition must be posted for at least seven (7) calendar days with the new closing date.

These time periods commence with the date the requisition first appears in the FSU Position Vacancy Listing.

Requisitions will be automatically removed from the FSU Position Vacancy Listing on the application deadline date. The posting may, however, continue to be listed with an extended deadline date, if necessary. Please contact the Employment and Recruitments Services Section in Human Resources or the DOF office for extensions.

c. Exception for Open Postings: An “open” posting is one for which no application deadline date has been established due to an on-going need for the class. For those requisitions listed continuously under an “open” posting,
on-line applications may be accepted at any time and applicants may be placed in vacancies for the class at any time, without regard to the length of time a specific vacancy has existed, or the date the on-line application was received.

d. Re-Posting: Re-posting of a requisition for a period of at least one (1) calendar day is required when:

(d1). A requisition needs to be filled at a rank or salary other than what was initially posted; and/or,
(d2). A requisition needs to be filled with different qualifications than what was originally posted.

APPLICANT SOURCES

In addition to traditional recruitment activities, hiring officials and search and screening committees may obtain further information on qualified potential applicants from sources within Human Resources and/or the Division of Graduate Studies, as applicable. Please refer to Appendix 1 for additional sources and information.

WHERE TO POST

All ranked faculty, academic administrative, senior-level administrative, and professional-level vacancies should be posted on a national level. Posting a requisition in these media is in addition to the requirement to utilize the University’s Position Vacancy Announcement.

National posting requires that the requisition be carried in publication sources that are widely circulated throughout the United States, and have relevance to the available requisition. Typically, this is accomplished by placing advertisements in professional and recruitment publications and in publications that specifically address the interests and concerns of minorities and women. Requisitions may also be forwarded to diverse organizations and other institutions of higher education. A partial recruitment source list is provided at the end of this Section.
III. SCREENING PROCEDURES and INTERVIEWING GUIDELINES

APPLICANT POOL

Where the applicant pool is not diverse (based upon data available through Human Resources’ Office of Diversity Enhancement and Compliance ["ODEC"]), the search process may be re-opened or augmented to allow the Committee the opportunity to implement additional or more focused recruitment strategies. However, prior to screening, an Applicant Information for Monitoring Affirmative Action form should be provided each applicant to complete and return to ODEC on a voluntary basis. Neither the hiring authority nor the Search and Screening Committee will have direct access to these forms, and applicants' names or other identifying information will not be provided.

COMPLETED APPLICATIONS

Persons interested in employment opportunities at the University must submit an on-line application, resume, or vita prior to the posted application deadline in order to be considered for any available requisitions.

Applicants for USPS and A&P requisitions must complete and submit an FSU On-Line Application for Employment. All applicants are strongly encouraged to submit a resume and cover letter with their on-line application.

Applicants for faculty requisitions are required to submit a current vita, which may be submitted directly to the employing department. The department must stamp the date of receipt on the vita as documentation that it met the application deadline.

LATE APPLICATIONS

If an application for a requisition is received (or, for Faculty positions, postmarked if mailed) after the published deadline (close of the business day), the tardy application cannot be considered as part of the applicant pool unless the position is re-posted in the FSU Position Vacancy Listing for a minimum of one (1) calendar day.

APPLICATION EVALUATIONS

Upon determining that the applicant pool is diverse, or that good faith efforts were conducted to ensure diversity, the Committee may begin the screening process. All aspects of the screening process should be directly related to the particular requisition to be filled.

The following steps are designed to ensure a successful applicant evaluation process:

Step 1 - Evaluate the applicant pool to ensure that all persons qualify for employment consideration. A&P and USPS applicants should be screened by the Employment & Recruitment Services Section of Human Resources prior to
any interview. Committee members should reserve sufficient time to review all application materials. Any person who meets the stated qualifications and posted knowledge, skills and ability, and has submitted the required application materials by the closing deadline, should be deemed “qualified and eligible” for further consideration.

**Step 2 - Analyze** the training and experience of each qualified applicant by comparing the specific knowledge, skills and abilities described in the individual’s history to the specific knowledge, skills and abilities posted for the job vacancy. In doing so, consider a candidate’s skills that may be transferable and/or preferred.

**Step 3 - At this stage**, any broadly stated criteria should be clarified and refined, but only to the extent that it does not result in changed or un-posted criteria. The Committee should subsequently compare the on-line applications and resumes of all qualified applicants with the refined criteria.

**Step 4 - IF**, during the initial review of all applications, the Committee elects to develop and use ranking as a part of the preliminary screening process, it is vital that the ranking criteria be related to the job requirements. The Committee should take steps to ensure that ranking:
- Is performed in a consistent manner;
- Is based upon criteria valid for predicting job success; and,
- Results in no adverse or disparate effect to any applicant.

**Step 5 - The final stages of the screening process include:**
- The interview;
- Reference checks (including verification of education, training and/or work history);
- A review of work samples, essential job elements, and background checks as appropriate; and,
- Completion of the Pre-Employment Verification Checklist for New Hires for all A&P and USPS applicants.
### LAWFUL AND UNLAWFUL EMPLOYMENT/INTERVIEW INQUIRIES
(See FSU’s On-Line Application “Legal Questions” for Additional Guidance)

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>LAWFUL</th>
<th>ILLEGAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>Place and length of current and previous addresses.</td>
<td>Specific inquiry into foreign addresses, which would indicate national origin.</td>
</tr>
<tr>
<td>Age</td>
<td>Request proof of age in form of a work permit issued by school authorities. Require proof of age by birth certificate after hiring.</td>
<td>Require birth certificate or baptismal record before hiring. Any question which tends to identify applicants between 40-64 years of age.</td>
</tr>
<tr>
<td>Arrests</td>
<td>Nothing</td>
<td>------------------------</td>
</tr>
<tr>
<td>Citizenship</td>
<td>There is no legal question that can be asked.</td>
<td>------------------------</td>
</tr>
<tr>
<td>Convictions</td>
<td>If the position to be filled has special requirements, such as bonding, may ask “In order to fill this job, you must be bonded. Is there any problem this represents?”</td>
<td>Have you ever been arrested?</td>
</tr>
<tr>
<td>Credit Ratings or Garnishments</td>
<td>Nothing, unless job related.</td>
<td>It is a Civil Rights violation to refuse to hire a minority, if the refusal is based even in part on the person’s poor credit rating.</td>
</tr>
<tr>
<td>Disability</td>
<td>Nothing. May inquire only as to the applicant’s ability to perform job-related functions.</td>
<td>If a question is phrased in terms of a disability. It is a violation to require a medical exam or inquire whether an applicant is an individual with a disability, or as to the nature or severity of such disability.</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>Inquiries as to what academic, professional or vocational schools attended. Inquiry into training and experience related to job requirements. Inquiry into language skills, such as reading and writing of foreign languages.</td>
<td>Any inquiry questioning the nationality, racial, or religious affiliation of a school attended. Any inquiry about education that is not related to job performance. Inquiry as to applicant’s speech or how foreign language was acquired, unless necessary for job.</td>
</tr>
<tr>
<td><strong>Family</strong></td>
<td>Freedom to travel if job requires; or meeting work schedule requirements, provided all applicants for a position are asked the same questions.</td>
<td>Inquiries about family planning, ages of children, childcare plans, spouse’s employment or salary.</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td>Nothing</td>
<td></td>
</tr>
<tr>
<td><strong>Height and Weight</strong></td>
<td>Ability to perform the job requirements.</td>
<td>Inquiries not related to job requirements. The Civil Rights Act states that unless proven otherwise, height requirements are discriminatory in that a higher percentage of women and ethnic minorities are excluded.</td>
</tr>
<tr>
<td><strong>Marital Status</strong></td>
<td>Nothing</td>
<td></td>
</tr>
<tr>
<td><strong>Military Discharge</strong></td>
<td>Nothing</td>
<td></td>
</tr>
<tr>
<td><strong>Name</strong></td>
<td>Current legal name.</td>
<td></td>
</tr>
<tr>
<td><strong>National Origin</strong></td>
<td>Nothing</td>
<td></td>
</tr>
<tr>
<td><strong>Organizations</strong></td>
<td>Only questions related to the job being filled and how the candidate’s participation in the organization may fulfill the KSAs.</td>
<td>What organizations, societies and/or clubs a candidate is a member of.</td>
</tr>
<tr>
<td>Other Qualifications</td>
<td>Photographs</td>
<td>Pregnancy</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Any question that has a direct reflection on the job being applied for.</td>
<td>May be required after hiring for identification purposes.</td>
<td>Anticipated absences from the job. (May be asked of both males and females)</td>
</tr>
<tr>
<td>Any non-job related inquiry that may present information allowing unlawful discrimination.</td>
<td>Requesting photograph prior to hiring.</td>
<td>Questions concerning medical history of pregnancy or other related health matters.</td>
</tr>
</tbody>
</table>

*See [www.doi.gov/com](http://www.doi.gov/com) for further information regarding interview subjects*

**APPLICANT INTERVIEWING**

Where the listing of interviewees is not diverse, the Committee should review the list of qualified applicants to ensure that the reason(s) for applicants who were not selected for interviews can be substantiated and did not result from bias. An example might be exclusion based on not meeting the minimum qualifications and/or the preferred knowledge, skills and abilities to successfully perform a particular job.

Interviews should be conducted in such a way as to provide an objective analysis of each candidate’s ability to successfully fulfill the responsibilities of the position. The following measures will help to foster equity in the interview process:
a. Copies of the committee’s critical criteria should be available in a checklist format, when possible, as part of the standard procedure for the interviews;

b. Structure all aspects of the interview, including questions asked, to ensure consistency for each applicant;

c. Ensure the interviewing team has a diverse make-up;

d. Inform Committee members of all compliance requirements regarding pre-employment inquiries;

e. Afford equitable time and exposure in the interviewing process for each candidate; and,

f. Avoid restrictive scheduling of applicant interviews (e.g., consider giving telephone interviews to out-of-town candidates, or others who may be unable to come to the interview site).
GENERAL INTERVIEW QUESTIONS

The following are sample questions designed to guide the interviewer(s) in eliciting information in a manner that is not confrontational or threatening to the applicant. It should be noted that these questions may or may not be job-related for a particular employing job unit.

<table>
<thead>
<tr>
<th>DO NOT USE</th>
<th>DO USE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Did you enjoy your last job?</td>
<td>• Tell me what you enjoyed about your last job.</td>
</tr>
<tr>
<td>• Do you feel you learned a lot while you were in school?</td>
<td>• What things, related to this job, do you feel you learned most about in school?</td>
</tr>
<tr>
<td>• Were you attracted to seek work here because of the salary being offered?</td>
<td>• What was it that attracted you to our organization?</td>
</tr>
<tr>
<td>• Do you feel you are qualified for this job?</td>
<td>• Describe how you feel you are qualified for this job.</td>
</tr>
<tr>
<td>• Wouldn’t you say that you’ve changed jobs rather often?</td>
<td>• How do you feel about the frequency with which you have changed jobs?</td>
</tr>
<tr>
<td>• Have you ever been required to demonstrate leadership?</td>
<td>• In what ways have you been required to demonstrate leadership in the past?</td>
</tr>
<tr>
<td>• Wouldn’t it have been better just to admit you made a mistake?</td>
<td>• Given the opportunity, what would you have done to improve?</td>
</tr>
<tr>
<td>• Have you found that people react that way to you often?</td>
<td>• Why did you feel people reacted in that way?</td>
</tr>
<tr>
<td>• Have you ever had personality clashes with any other people in that company?</td>
<td>• How did you feel about the people you worked with?</td>
</tr>
<tr>
<td>• A great deal of that kind of work has to be done on this job, and I get the impression you don’t enjoy doing it.</td>
<td>• Was there anything about that kind of work you didn’t like?</td>
</tr>
<tr>
<td>• I suppose you left that department because there was a little disagreement?</td>
<td>• Why did you decide to transfer to a different department?</td>
</tr>
<tr>
<td><strong>DO NOT USE</strong></td>
<td><strong>DO USE</strong></td>
</tr>
<tr>
<td>----------------</td>
<td>------------</td>
</tr>
<tr>
<td>• Were you ever asked to make decisions?</td>
<td>• How much contact did you have with your boss on a day-to-day basis?</td>
</tr>
<tr>
<td>• Were you closely supervised on your last job?</td>
<td>• What are you looking for in a job change at this time?</td>
</tr>
<tr>
<td>• Naturally, we want someone to stay with our company for a number of years – do you anticipate you would be able to do that?</td>
<td>• Was there anything about the company that you didn’t particularly like or agree with?</td>
</tr>
<tr>
<td>• I’ve heard that was a terrible company to work for – do you agree?</td>
<td>• Could you describe some particularly tough problems you had to deal with?</td>
</tr>
<tr>
<td>• We need someone who can really solve problems in this department – have you ever done that before?</td>
<td>• Describe the kind of responsibilities you’ve been asked to assume in the past.</td>
</tr>
</tbody>
</table>
## INTERVIEWING APPLICANTS WITH DISABILITIES

### DO NOT ASK

- ...about visible characteristics such as scars, burns, or amputations.
- ...if the applicant is in good health or if the applicant has ever had a drug or drinking problem.
- ...if the applicant ever had an injury or disease, or ever filed a workers’ compensation claim.
- ...even if an applicant volunteers information about a medical condition, don’t inquire about the nature or extent of the condition, or if it is in remission.
- ...whether the applicant’s family or acquaintances are ill or injured.
- ...for an in-house only job, don’t ask if the applicant has a driver’s license.
- ...why the applicant uses a wheelchair or crutches, or how the person came to be blind, etc.
- ...about limitations or what the person CANNOT do.

### OKAY TO SAY OR ASK

- ...if the applicant can stand for a certain period of time (or sit, climb, type, etc.) IF required to perform the essential functions of the job.
- ...“Can you lift 30 pounds?” IF the job requires employees in the position applied for to lift 30 pounds.
- ...if the applicant volunteers information about present or post medical conditions, explain the University’s commitment to equal employment opportunity, and ask what you can do to accommodate the applicant.
- ...about job duties or their previous employment.
- ...whether the applicant can reach the top drawer of a filing cabinet, IF filing is an essential job function.
- ...IF an essential function of the job is to drive, may ask if the applicant has a valid driver’s license.
- ...IF the applicant asks about an accommodation, ask the person for suggestions
- ...if the applicant can perform the essential functions listed in the job description.
TIPS FOR TACTFUL INTERVIEWING

Of all the employment selection processes, the interview holds the greatest potential for bias and subjectivity. However, effective interviews conducted by persons who are free from stereotyped opinions and attitudes can be a useful tool in assessing candidates’ capabilities and potential. Every effort should be made to ensure there is diversity on the interview team, particularly with respect to ethnicity and gender. The following basic guidelines are presented to assist the Committee in the interviewing phase of the screening process:

a. **Interruptions**
   If at all possible, avoid interruptions. Failure to do so will generally tell the applicant that he or she is not as important as “rush phone calls,” or intermittent “report signing.”

b. **Individual Treatment**
   A natural tendency when interviewing a number of applicants for a given position is to begin treating each person as if he/she were the same. No two people have ever been found to be alike - each is distinctly unique in many respects and should be treated accordingly.

c. **First Impressions**
   It is highly important that interviews be conducted in a timely manner. Your promptness indicates the importance of timeliness to the candidates. Being late suggests that conditions are hectic or that tardiness is condoned in the workplace. Try to provide a neat, quiet, and orderly environment for the interview. Be friendly and warm. Provide a good first impression of your department to each candidate you interview.

d. **Listening**
   Avoid the temptation to frequently introduce your own thoughts during the interview. The applicant is not there to hear about your experiences. Remember, you have a limited period of time to learn as much as you can about each applicant.

e. **Questions Unrelated to the Job**
   Inquiries that are not related to the position may not only be unlawful (e.g., age, marital status, age of children, etc.), but they waste time and do not provide the useful selection/decision information needed. Avoid asking questions during the interview that are irrelevant to the job requirements.

f. **Arguments/Confrontations**
   An effective employment interview is not a contest; it is an important task. The interviewer should not let his or her pride interfere with efforts to obtain relevant information. Verbal disagreements or disputes among the interviewers, or between the interviewer and the applicant, have no place in the interview process.
g. *Making Promises*
   If you know the exact salary and benefits offered by the hiring unit or department, you may want to discuss these during the interview. Interviewers should never, however, make promises that cannot be fulfilled, (e.g., if you cannot ensure definite advancement within a few years of hire, do not indicate that there is a possibility of advancement). The applicant is very impressionable at this point and will remember all promises, no matter how vaguely stated. Furthermore, it is best to avoid making a job offer during, or immediately following, the end of the first interview with any candidate. Time should be taken to fully consider the interview and study what you have learned.

h. *Privacy and Confidentiality*
   A closed door, a private or quiet environment, your own sensitivity – these items will go a long way towards assuring the applicant that you will treat information he/she shares with you confidentially.

i. *Allowing Sufficient Interview Time*
   Do not attempt to conduct too many interviews in a limited period of time. The time allotted for each interview should be governed primarily by the complexity of the job. Typically, an hour and a half is considered adequate for an average job of average complexity.

j. *Questioning Attitude Directly*
   Using the phrase “Your attitude…” can be potentially negative or caustic. It is recommended that substitute terms like “What is your philosophy about…?” be used instead, to help make the applicant feel more fairly treated. Be careful to ensure that such questions are job-related.

k. *Taking Notes*
   Some interviewers find it helpful to take brief notes during an interview, as they may be valuable in reconstructing information after the interview. It is important, however, to refrain from the appearance of taking exceptionally careful or excessive notes when a candidate is discussing something that may be sensitive or personal. To do so may prevent the applicant from being open during the remainder of the interview. When a sensitive subject emerges, it is best to drop the pencil and listen with interest and sincerity.

l. *Limiting the Interview to Questions*
   The use of comments and/or questions during an interview is important. A well-placed comment or question can “echo,” or provide support for something an applicant has just said, thus encouraging further explanation on that subject, or other issues in the interview. The use of comments, as well as questions, during the interview can also help prevent the applicants from perceiving themselves to be under interrogation.
m. **Language Level**
Language used during a job interview is a judgmental decision, at best. Generally, however, an effort should be made to utilize language, questions, and comments that reflect the educational level of the candidate and the appropriate level of the position to be filled. Do not “talk down” or “talk above” a candidate. Be natural.

n. **The Halo Effect**
The “halo effect” causes the interviewer to feel generally good about an applicant, usually because of something he or she has observed fairly early in the interview process. The interviewer should make a deliberate effort to keep from making quick judgments - especially in areas where there may be a strong, personal bias, such as with a person’s appearance.

o. **Impatience**
There will be occasions when an applicant does not go in the direction you anticipate or desire during a job interview. It is important to be patient. Through an interviewer’s proper use of open-ended questions, silence, and listening, the applicant will usually “come around.” Any impatience displayed by an interviewer usually causes an applicant to feel anxious and tense, as well as failure to obtain relevant information needed.

p. **Reverse Discrimination**
Resist the temptation to unconsciously “raise the bar” by imposing higher qualification standards for minority candidates.

q. **Quick Decisions**
A natural tendency for interviewers is to quickly decide who the “best” candidate is, especially if he/she is one of the first interviewees. Take your time and carefully evaluate all candidates, using the criteria established for the position.

**TIPS FOR TELEPHONE INTERVIEWS**

Planning and Arranging the Interview.

a. Schedule a call of no more than 30 minutes.

b. Review the interviewee’s application materials.

c. Prepare interview questions.

d. Determine the order in which the interviewers will ask questions.

e. Test the speakerphone and all teleconferencing equipment and procedures.

Conducting the Interview.

a. Introduce the individuals participating in the interview and describe how the
interview will be conducted.

b. Ask questions pertaining to the resume or application (for example, questions about gaps in employment, special training, or a change of professions).

c. Ask why the person is interested in leaving his or her current position.

d. Ask one or two technical questions about the job.

e. Ask one or two questions that will help determine the applicant’s “fit” to the University (for example, “What is your philosophy of _____?”).

f. Ask follow-up questions as appropriate.

g. Ask the applicant if he or she has any questions.

h. Explain to the applicant the next step in the selection process.

i. Thank the applicant for his or her time.

PROVIDING A BENEFITS SYNOPSIS

While the Committee is screening and evaluating applicants, the applicants are also screening and evaluating the University. Usually, one of their chief considerations in this process is what benefits are applicable to the position. The Committee should ensure that all applicants who visit the campus become familiar with the University’s benefits package. The Committee should ask HR’s Benefits Section to provide a synopsis of the University’s current benefits package for the particular position.

This takes on added importance when the salary for the position may be lower than that expected or desired by an applicant. The synopsis should list all applicable benefits, including all available leaves (e.g., sabbatical and administrative leave), in addition to annual leave and sick leave. It should also note items such as computer purchase programs, reduced rates for health and gym facilities, tuition assistance for the employee and his or her family, and support of professional development activities.

PROVIDE A WELCOMING PACKAGE FOR TOP INTERVIEWEES

Here is a brief list of information that you should send to all applicants that are invited to the University for an interview:

(1) Employee/Faculty Handbook
(2) Organizational Chart
(3) Benefits Synopsis
(4) History of the Institution
(5) College or University Catalog
(6) Annual Reports
(7) Department Brochure
(8) Statement of Mission
(9) Information from the local Chamber of Commerce
                 Goals & Objectives and
                 Initiatives
MAKING TRAVEL ARRANGEMENTS AND ACCOMMODATIONS

The Committee should notify each candidate in writing of the University’s travel and accommodations policies, including which expenses the University will reimburse. For example, airfare to one area airport may be reimbursable, whereas airfare to another area airport may not be reimbursable.

The Committee should ask the appropriate HR department or their business and financial office for information in order to advise candidates about a variety of travel and lodging matters, such as rental car and taxi information and local accommodations. In addition, the Committee should notify candidates of any special arrangements the University or department may have with specific travel agencies, rental car companies, hotels, and restaurants. All candidates should be informed that they will be assisted with any special accommodation(s) that they require.

RECOMMENDING TOP CANDIDATES

The Committee should submit a listing of at least three (3) recommended applicants in alphabetical order to the hiring official, with supporting comments or documentation. A listing of at least three alternates may also be prepared to be used if the original recommended candidates are not available for consideration. If the hiring official requests that finalists be ranked, the committee should make qualitative evaluations based upon job-related criteria.

HIRING AUTHORITY

The President or President’s designee will be the final approving authority for new appointments to the following types of positions:

- EEO 1: Executive, Administrative, and Managerial (Pay grade 5 and above);
- EEO 2: Instructional Faculty; and/or,
- EEO 3: Professional Non-Faculty (A&P pay grade 4 and above and USPS pay grade 25 and above).

All other appointments may be approved by the appropriate departmental or divisional hiring authority.

REPORTING REQUIREMENTS

Once a qualified applicant has been selected to fill a vacancy, the hiring department should complete the applicable forms for both internal processing and affirmative action monitoring purposes. Specifically, the hiring authority must report all hiring activity as set forth in section 3D, HIRING AND COMPENSATION, of the University’s Division of Finance and Administration On-line Policies and Procedures, effective July 1, 1998. These requirements may be found at: [http://www.vpfa.fsu.edu/policies/index.html](http://www.vpfa.fsu.edu/policies/index.html)
IV. AFFIRMATIVE ACTION GUIDELINES

A MAJOR MANAGEMENT OBJECTIVE

The University considers it effective management to fully utilize all available human resources and acknowledges its commitment to foster diversity and ensure equal opportunity for all current and potential employees. Its affirmative action program was developed pursuant to requirements of the United States Department of Labor, the United States Department of Education, the Office for Civil Rights (“OCR”), the Office of Federal Contract Compliance Programs (“OFCCP”); the State of Florida Commission on Human Relations (“FCHR”); the Office for Equal Opportunity Programs; and other agencies.

Affirmative action is a major management objective at the University and the principle of equal opportunity should guide all employment processes and decisions. It is essential that all administrators and hiring officials execute “results-oriented” activities designed to enhance workforce diversity and equal employment opportunity. Thus, consideration should always be given to annual institutional hiring objectives established under either the University Affirmative Action Plan, and/or its Equity Accountability Plan, prior to filling any vacancy. Specific demographic information is available by unit, department, and discipline, upon request, from the Office of Diversity Enhancement and Compliance.

Hiring officials and search and screening committees must routinely demonstrate commitment, “good faith” efforts, and corrective actions as appropriate in all hiring and employment practices. In this way, advancing equal opportunity, diversity, affirmative action, and equity will be assured.

The University’s efforts regarding equal opportunity and access have made it a flagship institution of higher education, both in the State of Florida, and nationally. In 1973, FSU’s program was among the first three programs accepted by the U.S. Department of Education, along with Harvard University and the Massachusetts Institute of Technology (MIT). In 1996, FSU was the only university in the United States to receive an Exemplary Volunteer Efforts (EVE) Award presented by the U.S. Office of Federal Contract Compliance Programs.

REVIEW OF BENCHMARKS, GOALS, AND OBJECTIVES

To be effective, equal opportunity benchmarks, or goals and objectives, must be reviewed on a continual basis to ensure they are realistic and achievable. Thus, the benchmarks are developed by the ODEC in collaboration with appropriate deans, directors and/or department heads, in accordance with the availability of qualified applicants.

The University understands that some traditional strategies used in the past to recruit, employ, and retain women and ethnic minorities in higher education have not yielded the level of diversity sought. Therefore, each hiring unit is urged to continue
implementation of strategies designed to include qualified members of these under-
represented areas.

MONITORING AND COMPLIANCE

Efforts to enhance diversity and inclusion at the University will be regularly monitored by
the Office of Diversity Enhancement and Compliance (“ODEC”). As appropriate, each
unit, department, and/or search and screening committee will maintain recruitment
records that delineate specific action(s) taken to attract ethnic minorities, women, and
applicants from other protected groups.

PREFERENCES

Recruiting of employees will be gender-neutral for all vacancies and gender preference
will not be expressed in position vacancy advertisements or announcements unless it is
a bona fide occupational qualification.

Furthermore, advertisements or announcements will not be expressed in columns
headed “male” and “female,” or “men” and “women.”

TRAINING AND AWARENESS

The University provides ongoing training and awareness opportunities to assist
employees in understanding how enhancing diversity for A&P and USPS employees
aids the University. The Office of the Dean of the Faculties (“DOF”) is responsible for
faculty related training.

RECRUITMENT

ODEC is available as a management resource when seeking candidates for A&P and
USPS positions. They also maintain a Vita Bank of select prospective faculty applicants,
who are usually recommended by professional colleagues, alumni, and/or external
professional agencies and represent a broad range of ethnic, racial, and gender groups.
The prospective recruitment pool is further expanded through contacts made at
professional/association conferences or activities.

AFFIRMATIVE ACTION PLAN & THE FLORIDA EDUCATION EQUITY ACT

The Affirmative Action Plan and the Florida Education Equity Act are, respectively,
Federal and State official documents that reflect the results of institutional “good faith”
efforts to improve the quality of higher education through the prevention and elimination
of discrimination due to race, color, gender, religion, national origin, age, disability, or
veteran status. Further, they serve as human resource management tools for those
administrators who have the responsibility of ensuring expected outcomes.

Consequently, ODEC seeks to ensure the implementation of University-wide programs
and plans by which the University may achieve full utilization of faculty and other
employees at all workforce levels. Fundamentally, accomplishment of this mission rests
in strategies for recruitment and corrective action. Recruitment is “targeted” to the
availability of ethnic minorities and women. Progress is expected in departments or units where deficiencies exist with respect to the representation of ethnic minorities and women. However, the number of opportunities a department or unit has to make hires and the respective availability of persons in a job class will be considered when little or no progress is noted.

The University President is the chief University administrator with respect to equity, access, and diversity efforts and is ultimately responsible for ensuring that they are manifested in all programs, services, and activities utilized by University administrators and hiring officials in fulfilling the responsibilities associated with recruitment, hiring, promotion, training, work conditions, salaries, and other related equal opportunity policies, practices, and processes.

Success is contingent upon the demonstrated commitment, involvement, and support of all levels of administration, including the Provost, Vice Presidents, Deans, Directors, and other decision-making administrators.

A MANAGEMENT TOOL

Current and past copies of the University’s Affirmative Action Plan are available for review and use by members of the University community. Data in these documents may be useful in tracking past employment actions, as well as viewing their impact on the workforce. These documents are located in the President’s Office, the Special Collections Section of the University’s Strozier Library, the Office of the Dean of the Faculties, and Human Resources. Faculty may also obtain a copy by contacting the University’s United Faculty of Florida’s (“UFF”) union representative.

EMPLOYMENT CONDITIONS

Once an individual is hired, the University seeks to provide appropriate working and employment conditions that are conducive to an employee’s well being and productivity, thereby aiding retention. These include, but are not limited to:

a. Conformity to both the spirit and letter of non-discrimination laws;

b. Striving to build a pluralistic community (department or unit) characterized by diversity and equal opportunity;

c. Utilizing the assets of its human resources as a means to develop the skills of, and opportunities for, others; such as the equitable distribution of assignments and decision-making opportunities; equal access to programs, services, activities, and facilities; equitable pay and benefits; and equitable application of all human resource practices.

THE ROLE OF UNIVERSITY ADMINISTRATORS AND SUPERVISORS

In addition to the Provost and Vice Presidents, the University’s Deans, Directors, Department Chairpersons, and other employing supervisors are responsible for the development and implementation of non-discriminatory practices and procedures within
their respective departments and units. As an accountability and/or performance measure, they may be evaluated annually for purposes of salary increases and/or promotions for their good faith efforts and support of workforce diversification.

The responsibilities of University administrators and supervisors include:

a. Following the personnel policies contained in the personnel manual and faculty handbook, as appropriate;

b. Following the recruiting and hiring procedures set forth in this *Guide*;

c. Monitoring efforts in each department and/or unit for which they have oversight;

d. Ensuring good faith efforts are being utilized in the recruiting, hiring, promoting, and continued employment of minorities and women;

e. Following job advertising policies and procedures established by the FSU President's Office;

f. Ensuring that each supervisor under his/her authority understands that a factor that will be considered in evaluating one’s job performance is his/her good-faith efforts toward achieving workforce diversity; and,

g. Regularly forwarding reports and information outlined in the “Reporting Requirements,” “Committee Record Keeping,” and “Departmental Practices” Sections of this *Guide*.

**EQUAL OPPORTUNITY STATEMENT**

The University-wide Equal Opportunity statement is signed by the President and disseminated annually, posted on the website, and posted throughout the campus in conspicuous places.
V. AMERICANS WITH DISABILITIES ACT (ADA)

THE AMERICANS WITH DISABILITIES ACT

The Americans with Disabilities Act (“ADA”) of 1990 is a comprehensive and far-reaching piece of legislation that prohibits discrimination against persons with disabilities in employment, public services, transportation, public accommodations, and telecommunications. It requires reasonable accommodations, auxiliary aids, and means of accessibility, in order to enable persons with disabilities to work, live, and function on an equitable level with others. The ADA is designed to bring about equity, empowerment, and the restoration of dignity for persons with disabilities. As a public employer, and institution of higher education, the University is required to comply with all requirements of the ADA.

Under the ADA, a person with a disability is defined as an individual who:

a. Has a physical or mental impairment (i.e., physiological or mental disorder), that substantially limits one or more of his/her major life activities; or,

b. Has a record of such an impairment, or is regarded as having such an impairment.

The ADA employment provisions are contained in Title I of the Act, and implementation began in 1992. Title I covers equal employment opportunities for persons with disabilities and requires that they be given the same considerations for employment as persons without disabilities.

GUIDELINES FOR ADA COMPLIANCE IN EMPLOYMENT

The University is committed to a policy that ensures persons with disabilities are not unlawfully discriminated against and that they have equal opportunity and access to all rights and privileges enjoyed by those who are not disabled.

AN ADA STATEMENT

All position vacancy advertisements placed in journals and periodicals should carry a statement reflecting the University’s position regarding equal opportunity, including the provision of reasonable accommodation. The following statement (or a similar version), is recommended:

The Americans with Disabilities Act of 1990, as amended, protects qualified individuals from unlawful discrimination in every aspect of employment on the basis of disability. The law also requires covered employers to provide qualified individuals with disabilities reasonable accommodations that do not impose undue hardships, in order to participate in the employment process. Individuals who need reasonable accommodation(s) should notify (Name of appropriate Department or Unit) at least five (5) business days in advance.
COVERED INDIVIDUALS

AN INDIVIDUAL WHO IS QUALIFIED FOR AN EMPLOYMENT OPPORTUNITY CANNOT BE DENIED THAT OPPORTUNITY BECAUSE THAT INDIVIDUAL HAS A DISABILITY. The ADA prohibits employment discrimination against any “qualified individual with a disability,” who is defined as:

An individual with a disability who meets the skill, experience, education, and other job-related requirements of a position held or desired, and who, with or without reasonable accommodation, can perform the essential functions of a job.

This definition excludes certain individuals and/or conditions that are not protected by the ADA, such as:

a. Individuals who currently use illegal drugs;
b. Homosexuality or bi-sexuality;
c. Pregnancy;
d. Personality traits, in and of themselves (e.g., eye color, height, weight); and/or,
e. Individuals with environmental, cultural, or economic disadvantages (e.g., poverty, lack of education, prison record, etc.).

Please note that all individuals and/or conditions that are covered by the ADA are not listed in the Statute, nor in the issued regulations.

The ADA also protects existing University employees, as well as job applicants. When uncertain whether a person is protected under the ADA, departments should consult the University ADA Coordinator, located in the Office of Diversity Enhancement and Compliance.

COVERED EMPLOYMENT PRACTICES

There can be no discrimination against persons with disabilities with regard to any employment practices, terms, conditions, and/or privileges of employment. This restriction applies to all aspects of the employment process, including:

- application
- testing
- hiring
- assignments
- evaluation
- disciplinary actions
- training
- promotion
- medical examinations
- layoff/recall
- termination
- compensation
- leave
- benefits
PROHIBITED ACTIONS AND PRACTICES

The following are actions that may constitute discrimination under the ADA:

a. Limiting, segregating, or classifying a job applicant or employee in a way that adversely affects employment opportunities for the applicant or employee because of his or her disability;

b. Participating in a contractual or other arrangement/relationship that subjects a qualified applicant or employee with a disability to discrimination;

c. Denying an employment opportunity to a qualified applicant or employee because he/she has a relationship or association with a person with a disability;

d. Refusing to make a reasonable accommodation for the known physical or mental limitations of a qualified applicant or employee;

e. Using qualification standards, employment tests, or other selection criteria that screen out, or tend to screen out, an applicant or employee with a disability, unless they are job-related and necessary for the position;

f. Failure to use employment tests in the most effective manner to measure actual abilities. Tests must accurately reflect the skills, aptitude, or other factors being measured, and not the impaired sensory, manual, or speaking skills of an employee or applicant with a disability (unless those are the skills the test is designed to measure); and,

g. Discriminating against an applicant or employee because he or she has opposed an employment practice of the employer; or filed a complaint, testified, assisted, or participated in an investigation, proceeding, or hearing to enforce provisions of the ADA.

REASONABLE ACCOMMODATIONS

Reasonable accommodation is a critical component of the ADA regulations and is defined as any change in the work environment, or in the way things are usually done, that results in equal employment opportunity for an individual with a disability.

Under the ADA, all University departments must make reasonable accommodations in employment to employees and applicants with disabilities unless they can show that the accommodation would cause an undue hardship to the operation of the unit. All University departments should use FSU Form RAR820 to document the reasonable accommodation provided. Some examples of reasonable accommodation include:

a. Making facilities readily accessible to, and usable by, an individual with a disability;

b. Job restructuring by reallocation or redistribution of marginal duties;
c. Modifications to work schedules;

d. Reassignment to a vacant position;

e. Acquiring or modifying equipment or devices;

f. Adjusting or modifying examinations, training materials, or policies;

g. Permitting use of accrued paid or unpaid leave for necessary treatment(s);

h. Providing qualified readers or interpreters; and/or,

i. Changing or re-locating workstations.

The department is not required to provide an accommodation if it can furnish documentation that demonstrates that in order to do so would result in undue hardship.

Undue hardship is defined as:

**Action that is excessively costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the unit/department.**

The ADA does not require the lowering of quality or standards to make an accommodation, nor is there an obligation to provide personal use items, such as glasses or hearing aids, as an accommodation. In determining undue hardship, factors that should be considered include the nature and cost of the accommodation in relation to the size, financial resources, nature, and structure of the employer’s operation, as well as the impact of the accommodation on the specific facility providing the accommodation.

On January 31, 1994, the University officially adopted reasonable accommodation procedures that require the use of a Reasonable Accommodation Request form. The form is designed for use by applicants with disabilities needing accommodations in the job application process, and by employees with disabilities needing accommodations to fulfill the essential job functions of their respective positions.

**HEALTH AND SAFETY RISKS**

An applicant/employee may justifiably not be hired and/or promoted if they pose a “direct threat” to the health and/or safety of themselves or others; however, an employment opportunity cannot be denied merely because of a slightly increased risk. A health or safety risk can only be considered if there is a **significant risk of substantial harm**, either to the applicant/employee, or to others. The assessment of a “direct threat” must be based strictly on a valid medical analysis and/or other objective evidence, and not speculation.
PRE-EMPLOYMENT INQUIRIES AND MEDICAL EXAMINATIONS

It is a violation of the ADA to ask a job applicant about the existence, nature, or severity of a disability. Applicants may only be asked about their ability to perform specific job functions. (See “General Interview Questions,” “Interviewing Applicants with Disabilities,” and “Lawful/Unlawful Pre-Employment Inquiries.”) It is illegal to make medical inquiries or request/conduct a medical examination until after a job offer has been made. A job offer may be conditioned on the results of a medical examination or inquiry, but only if this is required for all entering employees in similar positions. Medical examinations of employees must be job-related and consistent with the department’s operational needs.

WORKER’S COMPENSATION AND WORK-RELATED INJURY

An employee who is injured on the job is only protected by the ADA if the person meets the ADA definitions of an “individual with a disability.” Work-related injuries do not always cause physical or mental impairments severe enough to “substantially limit” a major life activity, or cause chronic impairments.

DRUG TESTING

It is not a violation of the ADA to administer a drug test to job applicants or employees for the purpose of determining the illegal use of drugs. Such tests are not considered medical examinations. It should be noted, however, that the ADA neither encourages, authorizes, nor prohibits the use of drug testing.
<table>
<thead>
<tr>
<th>Title</th>
<th>Page #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment Source Lists</td>
<td></td>
</tr>
<tr>
<td>a. Listing of Historically Black Colleges and Universities</td>
<td></td>
</tr>
<tr>
<td>b. Listing of Women’s Colleges and Universities</td>
<td></td>
</tr>
<tr>
<td>c. Listing of Native American Colleges and Universities</td>
<td></td>
</tr>
<tr>
<td>d. Organizations Useful for the Recruitment of Diverse Applicants</td>
<td></td>
</tr>
<tr>
<td>e. Publications Addressing Specific Populations</td>
<td></td>
</tr>
<tr>
<td>f. Electronic Recruiting Sources</td>
<td></td>
</tr>
<tr>
<td>Sample Form Letters</td>
<td></td>
</tr>
<tr>
<td>a. Letter of Reaffirmation to Employment Sources</td>
<td></td>
</tr>
<tr>
<td>b. Letter Seeking Prospective Employees</td>
<td></td>
</tr>
<tr>
<td>Sample Forms</td>
<td></td>
</tr>
<tr>
<td>a. Affirmative Action Search, Screening and Selection Summary (FSU Form # AA186 Rev. 5/04)</td>
<td></td>
</tr>
<tr>
<td>b. Applicant Information for Monitoring Affirmative Action (FSU Form # AA317 Rev. 5/04)</td>
<td></td>
</tr>
<tr>
<td>c. Faculty Position Vacancy Announcement Form (FSU Form # PVA 001 – Rev.5/04)</td>
<td></td>
</tr>
<tr>
<td>Sample Vacancy Announcements</td>
<td></td>
</tr>
<tr>
<td>State and Federal Non-Discrimination Regulations</td>
<td></td>
</tr>
<tr>
<td>Strategies for Successful Recruitment</td>
<td></td>
</tr>
<tr>
<td>Pre-Employment Checklist</td>
<td></td>
</tr>
</tbody>
</table>
RECRUITMENT SOURCE LISTINGS

-1-

Listing of Historically Black Colleges and Universities

Listing of Women's Colleges and Universities

Listing of Native American Colleges and Universities

Organizations Useful for the Recruitment of Diverse Applicants

Publications Addressing Specific Populations
<table>
<thead>
<tr>
<th>Institution</th>
<th>Address</th>
<th>City</th>
<th>State</th>
<th>Phone</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama A&amp;M University</td>
<td>P.O. Box 1347</td>
<td>Normal</td>
<td>AL</td>
<td>(205) 851-5000</td>
<td><a href="http://www.aamu.edu">www.aamu.edu</a></td>
</tr>
<tr>
<td>Alabama State University</td>
<td>P.O. Box 271</td>
<td>Montgomery</td>
<td>AL</td>
<td>(334) 293-4100</td>
<td><a href="http://www.alasu.edu">www.alasu.edu</a></td>
</tr>
<tr>
<td>Albany State College</td>
<td>504 College Dr</td>
<td>Albany</td>
<td>GA</td>
<td>(912) 430-4600</td>
<td><a href="http://www.alsnet.peachnet.edu">www.alsnet.peachnet.edu</a></td>
</tr>
<tr>
<td>Alcorn State University</td>
<td>P.O. Box 300</td>
<td>Lorman</td>
<td>MS</td>
<td>(601) 877-6100</td>
<td><a href="http://www.alcorn.edu">www.alcorn.edu</a></td>
</tr>
<tr>
<td>Allen University</td>
<td>1530 Harden St.</td>
<td>Columbia</td>
<td>SC</td>
<td>(803) 254-4165</td>
<td><a href="http://www.allenuniversity.edu">www.allenuniversity.edu</a></td>
</tr>
<tr>
<td>Arkansas Baptist College</td>
<td>1600 Bishop St.</td>
<td>Little Rock</td>
<td>AR</td>
<td>(501) 374-7856</td>
<td><a href="http://www.arbaptcol.edu">www.arbaptcol.edu</a></td>
</tr>
<tr>
<td>Barber-Scotia College</td>
<td>145 Cabarrus Ave.</td>
<td>Concord</td>
<td>NC</td>
<td>(704) 786-5171</td>
<td><a href="http://www.b-sc.edu">www.b-sc.edu</a></td>
</tr>
<tr>
<td>Benedict College</td>
<td>1600 Harden St.</td>
<td>Columbia</td>
<td>SC</td>
<td>(803) 256-4220</td>
<td><a href="http://www.bendict.edu">www.bendict.edu</a></td>
</tr>
<tr>
<td>Bennett College</td>
<td>900 E. Washington St.</td>
<td>Greensboro</td>
<td>NC</td>
<td>(919) 273-4431</td>
<td><a href="http://www.bennett.edu">www.bennett.edu</a></td>
</tr>
<tr>
<td>Bethune-Cookman College</td>
<td>640 Mary McLeod Bethune Blvd.</td>
<td>Daytona Beach</td>
<td>FL</td>
<td>(904) 255-1401</td>
<td><a href="http://www.bethune.cookman.edu">www.bethune.cookman.edu</a></td>
</tr>
<tr>
<td>Bishop State Community College</td>
<td>351 North Broad St.</td>
<td>Mobile</td>
<td>AL</td>
<td>(334) 690-6801</td>
<td><a href="http://www.bsc.cc.al.us">www.bsc.cc.al.us</a></td>
</tr>
<tr>
<td>Bluefield State College</td>
<td>219 Rock Street</td>
<td>Bluefield</td>
<td>WV</td>
<td>(304) 327-4000</td>
<td><a href="http://www.bluefield.wvnet.edu">www.bluefield.wvnet.edu</a></td>
</tr>
<tr>
<td>Bowie State University</td>
<td>14000 Jericho Park Road</td>
<td>Bowie</td>
<td>MD</td>
<td>(301) 464-3000</td>
<td><a href="http://www.bowiestate.edu">www.bowiestate.edu</a></td>
</tr>
<tr>
<td>Central State University</td>
<td>20715-9465</td>
<td>Wilberforce</td>
<td>OH</td>
<td>(513) 376-6011</td>
<td><a href="http://www.ces.edu">www.ces.edu</a></td>
</tr>
<tr>
<td>Charles Drew Univ of Med &amp; Science</td>
<td>1621 East 120th St.</td>
<td>Los Angeles</td>
<td>CA</td>
<td>(215) 399-2000</td>
<td><a href="http://www.cdrewu.edu">www.cdrewu.edu</a></td>
</tr>
<tr>
<td>Cheyney University of Pennsylvania</td>
<td>Cheyney and Creek Roads</td>
<td>Cheyney</td>
<td>PA</td>
<td>19319</td>
<td><a href="http://www.cheyney.edu">www.cheyney.edu</a></td>
</tr>
</tbody>
</table>

36
<table>
<thead>
<tr>
<th>Institution</th>
<th>Address</th>
<th>Phone Numbers</th>
<th>Websites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claflin University</td>
<td>400 Magnolia Street, Orangeburg, SC 29115-9970</td>
<td>(800) 539-22-1276</td>
<td><a href="http://www.claflin.edu">www.claflin.edu</a></td>
</tr>
<tr>
<td>Clark Atlanta University</td>
<td>223 James P. Brawley Drive, SW Atlanta, GA 30314</td>
<td>(404) 880-8000</td>
<td><a href="http://www.cau.edu">www.cau.edu</a></td>
</tr>
<tr>
<td>Clinton Junior College</td>
<td>P.O. Box 881, Rock Hill, SC 29731</td>
<td>(803) 327-7402</td>
<td><a href="http://www.clintonjrcollege.org">www.clintonjrcollege.org</a></td>
</tr>
<tr>
<td>Coahoma Community College</td>
<td>3240 Friars Point Road, Clarksdale, MS 38613</td>
<td>(601) 627-2571</td>
<td><a href="http://www.ccc.cc.ms.us">www.ccc.cc.ms.us</a></td>
</tr>
<tr>
<td>Concordia College</td>
<td>1804 Green Street, Selma, AL 36701</td>
<td>(334) 874-5700</td>
<td><a href="http://www.cus.edu">www.cus.edu</a></td>
</tr>
<tr>
<td>Coppin State College</td>
<td>2500 West North Avenue, Baltimore, MD 21216-3698</td>
<td>(410) 383-5400</td>
<td><a href="http://www.coppin.umd.edu">www.coppin.umd.edu</a></td>
</tr>
<tr>
<td>Delaware State University</td>
<td>1200 North DuPont Highway, Dover, DE 19901</td>
<td>(302) 739-4901</td>
<td><a href="http://www.dsc.edu">www.dsc.edu</a></td>
</tr>
<tr>
<td>Denmark Technical College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dillard University</td>
<td>2601 Gentilly Blvd, New Orleans, LA 70122</td>
<td>(504) 283-8822</td>
<td><a href="http://www.dillard.edu">www.dillard.edu</a></td>
</tr>
<tr>
<td>Edward Waters College</td>
<td>1658 Kings Road, Jacksonville, FL 32209</td>
<td>(904) 355-3030</td>
<td><a href="http://www.ewc.edu">www.ewc.edu</a></td>
</tr>
<tr>
<td>Elizabeth City State University</td>
<td>1704 Weeksville Rd., Elizabeth City, NC 27909</td>
<td>(919) 335-3230</td>
<td><a href="http://www.ecsu.edu">www.ecsu.edu</a></td>
</tr>
<tr>
<td>Fayetteville State University</td>
<td>1200 Murchinson Rd., Fayetteville, NC 28301</td>
<td>(919) 486-1111</td>
<td><a href="http://www.uncfsu.edu">www.uncfsu.edu</a></td>
</tr>
<tr>
<td>Fisk University</td>
<td>1000 17th Ave. North, Nashville, TN 37208-3051</td>
<td>(615) 329-8500</td>
<td><a href="http://www.fisk.edu">www.fisk.edu</a></td>
</tr>
<tr>
<td>Florida A&amp;M University</td>
<td>Tallahassee, FL 32307</td>
<td>(850) 599-3223</td>
<td><a href="http://www.famu.edu">www.famu.edu</a></td>
</tr>
<tr>
<td>Florida Memorial College</td>
<td>15800 NW 42nd Ave., Miami, FL 33054</td>
<td>(305) 626-3650</td>
<td><a href="http://www.fmc.edu">www.fmc.edu</a></td>
</tr>
<tr>
<td>Fort Valley State College</td>
<td>1005 State College Dr., Ft. Valley, GA 31030-3298</td>
<td>(912) 825-6211</td>
<td><a href="http://www.fvsu.edu">www.fvsu.edu</a></td>
</tr>
</tbody>
</table>
Grambling State University  
P.O. Box 864  
Grambling, LA 71245  
(318) 274-2000  
www.gram.edu

Hampton University  
Hampton, VA 23668  
(804) 727-5000  
www.hampton.edu

Harris-Stowe State College  
3026 Laclede Ave.  
St. Louis, MO 63103  
(314) 340-3366  
www.hsssc.edu

Hinds Community College  
Raymond, MS 39154  
(601) 857-5261  
www.hindscc.edu

Howard University  
2400 6th St. NW  
Washington, DC 20059  
(202) 806-6100  
www.howard.edu

Huston-Tillotson College  
900 Chicon Street  
Austin, TX 78702-2795  
(512) 505-3000  
www.htc.edu

Interdenominational Theological Center  
671 Beckwith Street S.W.  
Atlanta, GA 30314  
(404) 527-7700  
www.itc.edu

Jackson State University  
1440 JR Lynch Street  
Jackson, MS 39217  
(601) 968-2121  
www.jsums.edu

Jarvis Christian College  
P.O. Box Drawer G.  
Hawkins, TX 75765  
(903) 769-5700  
www.jarvis.edu

J.F. Drake State Technical College  
421 Meridian Street, North  
Huntsville, AL 35811  
(205) 539-8161  
www.dstc.cc.al.us

Johnson C. Smith University  
100 Beatties Ford Rd.  
Charlotte, NC 28216  
(704) 378-1000  
www.jcsu.edu

Kentucky State University  
Frankfort, KY 40601  
(502) 227-6000  
www.kysu.edu

Knoxville College  
901 College Street NW  
Knoxville, TN 37921  
www.knoxvillecollege.edu

Lane College  
545 Lane Ave.  
Jackson, TN 38301-4598  
(901) 426-7500  
www.lanecollege.edu

Langston University  
PO Box 907  
Langston, OK 73050-0907  
(405) 466-2231  
www.lunet.edu

Lawson State Community College  
3060 Wilson Road Southwest  
Birmingham, AL 35221  
(205) 925-2515  
www.ls.cc.al.us
<table>
<thead>
<tr>
<th>College Name</th>
<th>Location Details</th>
<th>Contact Details</th>
<th>Website Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>LeMoyne-Owens College</td>
<td>807 Walker Ave., Memphis, TN 38126</td>
<td>(901) 774-9090</td>
<td><a href="http://www.lemoyne-owen.edu">www.lemoyne-owen.edu</a></td>
</tr>
<tr>
<td>Lewis College of Business</td>
<td>17370 Meyers Road, Detroit, MI 48235</td>
<td>(313) 862-6300</td>
<td><a href="http://www.lewiscollege.edu">www.lewiscollege.edu</a></td>
</tr>
<tr>
<td>Lincoln University</td>
<td>Jefferson City, MO 65102</td>
<td>(314) 681-5074</td>
<td><a href="http://www.lincoln.edu">www.lincoln.edu</a></td>
</tr>
<tr>
<td>Mary Holmes College</td>
<td>Highway 50 West, West Point, MS 39773</td>
<td>(601) 494-6820</td>
<td><a href="http://www.maryholmes.edu">www.maryholmes.edu</a></td>
</tr>
<tr>
<td>Livingstone College</td>
<td>Salisbury, NC 28144</td>
<td>(704) 638-5500</td>
<td><a href="http://www.livingstone.edu">www.livingstone.edu</a></td>
</tr>
<tr>
<td>Meharry Medical College</td>
<td>1005 D.B. Todd Blvd., Nashville, TN 37208</td>
<td>(615) 327-6111</td>
<td><a href="http://www.mmc.edu">www.mmc.edu</a></td>
</tr>
<tr>
<td>Mississippi Valley State University</td>
<td>Itta Bena, MS 38941</td>
<td>(601) 254-9041</td>
<td><a href="http://www.mvsu.edu">www.mvsu.edu</a></td>
</tr>
<tr>
<td>Morehouse College</td>
<td>830 Westview Drive, SW Atlanta, GA 30314</td>
<td>(404) 681-2800</td>
<td><a href="http://www.morehouse.edu">www.morehouse.edu</a></td>
</tr>
<tr>
<td>Morehouse School of Medicine</td>
<td>720 Westview Drive, SW Atlanta, GA 30314</td>
<td>(404) 752-1500</td>
<td><a href="http://www.msm.edu">www.msm.edu</a></td>
</tr>
<tr>
<td>Morgan State University</td>
<td>Coldspring Lane &amp; Hillen Road, Baltimore, MD 21239</td>
<td>(410) 319-3333</td>
<td><a href="http://www.morgan.edu">www.morgan.edu</a></td>
</tr>
<tr>
<td>Morris Brown College</td>
<td>643 Martin Luther King, Jr. Drive, NW Atlanta, GA 30314</td>
<td>(404) 220-0270</td>
<td><a href="http://www.morrisbrown.edu">www.morrisbrown.edu</a></td>
</tr>
<tr>
<td>Morris College</td>
<td>Sumter, SC 29150</td>
<td>(803) 775-9371</td>
<td><a href="http://www.morris.edu">www.morris.edu</a></td>
</tr>
<tr>
<td>Norfolk State University</td>
<td>2401 Corprow Avenue, Norfolk, VA 23504-9980</td>
<td>(804) 683-8600</td>
<td><a href="http://www.nsu.edu">www.nsu.edu</a></td>
</tr>
<tr>
<td>North Carolina A&amp;T State University</td>
<td>Greensboro, NC 27411</td>
<td>(919) 334-7500</td>
<td><a href="http://www.ncat.edu">www.ncat.edu</a></td>
</tr>
<tr>
<td>University Name</td>
<td>Address</td>
<td>City, State ZIP Code</td>
<td>Phone Number</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>--------------------------------</td>
<td>----------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>North Carolina Central University</td>
<td>Durham, NC 27707</td>
<td>(919) 560-6100</td>
<td><a href="http://www.nccu.edu">www.nccu.edu</a></td>
</tr>
<tr>
<td>Oakwood College</td>
<td>P.O. Box 107, Oakwood Road</td>
<td>Huntsville, AL 35896</td>
<td>(205) 726-7000</td>
</tr>
<tr>
<td>Paine College</td>
<td>1235 15th Street, Augusta, GA 30901-3182</td>
<td>(706) 821-8200</td>
<td><a href="http://www.paine.edu">www.paine.edu</a></td>
</tr>
<tr>
<td>Paul Quinn College</td>
<td>3837 Simpson Stuart Road, Dallas, TX 75241</td>
<td>(214) 376-1000</td>
<td><a href="http://www.pqc.edu">www.pqc.edu</a></td>
</tr>
<tr>
<td>Philander Smith College</td>
<td>812 West 13th Street, Little Rock, AR 72202</td>
<td>(501) 375-9845</td>
<td><a href="http://www.philander.edu">www.philander.edu</a></td>
</tr>
<tr>
<td>Prairie View A&amp;M University</td>
<td>P.O. Box 188, Prairie View, TX 77446</td>
<td>(409) 857-3311</td>
<td><a href="http://www.pvamu.edu">www.pvamu.edu</a></td>
</tr>
<tr>
<td>Rust College</td>
<td>150 East Rust Avenue, Holly Springs, MS 38635</td>
<td>(601) 252-4661</td>
<td><a href="http://www.rustcollege.edu">www.rustcollege.edu</a></td>
</tr>
<tr>
<td>Saint Augustine’s College</td>
<td>Raleigh, NC 27610</td>
<td>(919) 516-4200</td>
<td><a href="http://www.st-aug.edu">www.st-aug.edu</a></td>
</tr>
<tr>
<td>Saint Paul’s College</td>
<td>406 Windsor College, Lawrenceville, VA 23868</td>
<td>(804) 848-3111</td>
<td><a href="http://www.saintpauls.edu">www.saintpauls.edu</a></td>
</tr>
<tr>
<td>Savannah State University</td>
<td>Savannah, GA 31404</td>
<td>(800) 788-0478</td>
<td><a href="http://www.savstate.edu">www.savstate.edu</a></td>
</tr>
<tr>
<td>Selma University</td>
<td>1501 Lapsley Street, Selma, AL 36701</td>
<td>(205) 872-2533</td>
<td><a href="http://www.petersons.com">www.petersons.com</a></td>
</tr>
<tr>
<td>Shaw University</td>
<td>Raleigh, NC 27601</td>
<td>(919) 546-8200</td>
<td><a href="http://www.shawuniversity.edu">www.shawuniversity.edu</a></td>
</tr>
<tr>
<td>Shelton State Community College</td>
<td>202 Skyland Blvd., Tuscaloosa, AL 35405</td>
<td>(205) 759-1541</td>
<td><a href="http://www.sheltonstate.edu">www.sheltonstate.edu</a></td>
</tr>
<tr>
<td>Shorter College</td>
<td>604 Locust, North Little Rock, AR 72114</td>
<td>(501) 374-6305</td>
<td><a href="http://www.shorter.edu">www.shorter.edu</a></td>
</tr>
<tr>
<td>South Carolina State University</td>
<td>Orangeburg, SC 29115</td>
<td>(803) 536-7000</td>
<td><a href="http://www.scsu.edu">www.scsu.edu</a></td>
</tr>
<tr>
<td>Southern University and A&amp;M College</td>
<td>Baton Rouge, LA 70813</td>
<td>(504) 771-4500</td>
<td><a href="http://www.subr.edu">www.subr.edu</a></td>
</tr>
</tbody>
</table>
Southern University, New Orleans
6400 Press Drive
New Orleans, LA 70126
(504) 286-5000
www.suno.edu

Southern University, Shreveport
3050 Martin Luther King Drive
Shreveport, LA 71107-8032
(318) 674-3300
www.susla.edu

Southwestern Christian College
P.O. Box 10
Terrell, TX 75160
(214) 524-3341
www.swcc.edu

Spelman College
350 Spelman Lane, SW
Atlanta, GA 30314
(404) 681-3643
www.spelman.edu

Stillman College
3601 Stillman Blvd.
Tuscaloosa, AL 35403
(205) 349-4240
www.stillman.edu

Talladega College
627 West Battle Street
Talladega, AL 35160
(205) 362-0206
www.talladega.edu

Tennessee State University
3500 John A. Merritt Blvd.
Nashville, TN 37209
(615) 963-5000
www.tnstate.edu

Texas College
2404 North Grand Avenue
Tyler, TX 75702
(903) 593-8311
www.texascollege.edu

Texas Southern University
3100 Cleburne Avenue
Houston, TX 77004
(713) 527-7011
www.tsu.edu

Tougaloo College
Tougaloo, MS 39174
(601) 977-7000
www.tougaloo.edu

Trenholm State Technical College
1225 Air Base Blvd.
Montgomery, AL 36108
(334) 832-9000
www.trenholmtech.cc.al.us

Tuskegee University
Tuskegee, AL 36088
(334) 727-8011
www.tusk.edu

University of Arkansas at Pine Bluff
Pine Bluff, AR 71601
(501) 543-8000
www.uapb.edu

University of Maryland, Eastern Shore
Princess Anne, MD 21853
(410) 651-2200
www.umes.umd.edu

University of the District of Columbia
4200 Connecticut Avenue NW
Washington, DC 20008
(202) 282-3681
www.udc.edu

University of Texas at El Paso
El Paso, TX 79968
(915) 747-5000
www.utep.edu
University of the Virgin Islands  
www.uvi.edu

Virginia State University  
P.O. Box 9001  
Petersburg, VA 23806  
(804) 524-5000  
www.vsu.edu

Virginia Union University  
1500 North Lombardy Street  
Richmond, VA 23220  
(804) 257-5600  
www.vuu.edu

Voorhees College  
Denmark, SC 29042  
(803) 793-3351  
www.voorhees.edu

West Virginia State College  
Institute, WV 25112  
(304) 766-3000  
www.wvsc.edu

Wilberforce University  
Wilberforce, OH 45384-3001  
(513) 376-2911  
www.wilberforce.edu

Wiley College  
711 Wiley Avenue  
Marshall, TX 75670  
(903) 927-3300  
www.wiley.edu

Winston-Salem State University  
Winston-Salem, NC 27110  
(919) 750-2049  
www.wssu.edu

Xavier University of Louisiana  
7325 Palmetto Street  
New Orleans, LA 70125  
(504) 486-7411  
www.xula.edu
<table>
<thead>
<tr>
<th>College Name</th>
<th>Address</th>
<th>Phone Number</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agnes Scott College</td>
<td>141 East College Avenue, Decatur, GA</td>
<td>(800) 868-8602</td>
<td><a href="http://www.agnesscott.edu">www.agnesscott.edu</a></td>
</tr>
<tr>
<td>Alverno College</td>
<td>3401 South 39th Street, Milwaukee, WI</td>
<td>(800) 933-3401</td>
<td><a href="http://www.alverno.edu">www.alverno.edu</a></td>
</tr>
<tr>
<td>Barnard College (Columbia University)</td>
<td>3009 Broadway, New York, NY</td>
<td>(212) 854-5262</td>
<td><a href="http://www.barnard.edu">www.barnard.edu</a></td>
</tr>
<tr>
<td>Bay Path College</td>
<td>588 Longmeadow Street, Longmeadow, MA</td>
<td>(800) 782-7284</td>
<td><a href="http://www.baypath.edu">www.baypath.edu</a></td>
</tr>
<tr>
<td>Bennett College</td>
<td>900 East Washington Street, Greensboro, NC</td>
<td>(336) 273-4431</td>
<td><a href="http://www.bennett.edu">www.bennett.edu</a></td>
</tr>
<tr>
<td>Blue Mountain College</td>
<td>P.O. Box 160, Blue Mountain, MS</td>
<td>(662) 685-4771</td>
<td><a href="http://www.bmc.edu">www.bmc.edu</a></td>
</tr>
<tr>
<td>Brenau College</td>
<td>1 Centennial Circle, Gainesville, GA</td>
<td>(800) 252-5119</td>
<td><a href="http://www.brenau.edu">www.brenau.edu</a></td>
</tr>
<tr>
<td>Bryn Mawr College</td>
<td>101 North Merion Avenue, Bryn Mawr, PA</td>
<td>(610) 526-5000</td>
<td><a href="http://www.brynmawr.edu">www.brynmawr.edu</a></td>
</tr>
<tr>
<td>Carlow College</td>
<td>3333 5th Avenue, Pittsburgh, PA</td>
<td>(800) 333-CARLOW</td>
<td><a href="http://www.carlow.edu">www.carlow.edu</a></td>
</tr>
<tr>
<td>Cedar Crest College</td>
<td>100 College Drive, Allentown, PA</td>
<td>(800) 360-1222</td>
<td><a href="http://www.cedarcrest.edu">www.cedarcrest.edu</a></td>
</tr>
<tr>
<td>Chatham College</td>
<td>Woodland Road, Pittsburgh, PA</td>
<td>(412) 365-1100</td>
<td><a href="http://www.chatham.edu">www.chatham.edu</a></td>
</tr>
<tr>
<td>Chestnut Hill College</td>
<td>9601 Germantown Avenue, Philadelphia, PA</td>
<td>(215) 248-7001</td>
<td><a href="http://www.chc.edu">www.chc.edu</a></td>
</tr>
<tr>
<td>College of New Rochelle</td>
<td>29 Castle Place, New Rochelle, NY</td>
<td>(914) 654-5000</td>
<td><a href="http://www.cnr.edu">www.cnr.edu</a></td>
</tr>
<tr>
<td>College of Notre Name of Maryland</td>
<td>4701 North Charles Street, Baltimore, MD</td>
<td>(410) 532-5550</td>
<td><a href="http://www.mdmu.edu">www.mdmu.edu</a></td>
</tr>
</tbody>
</table>
Judson College
Marion AL  34756
(334) 683-5100
[www.home.judson.edu]

Lexington College
310 South Peoria Street
Chicago, IL  60607
(312) 226-6294
[www.lexingtoncollege.edu]

Marymount College
Marymount Avenue
Tarrytown, NY  10591
(800) 724-4312
[www.marymt.edu]

Meredith College
3800 Hillsborough Street
(919) 760-8581
[www.meredith.edu]

Mills College
5000 MacArthur Blvd.
Oakland, CA  94613
(510) 430-2255
[www.mills.edu]

Moore College of Art and Design
20th Street & the Parkway
Philadelphia, PA  19103-1179
(215) 568-4515
[www.moore.edu]

Mount Mary College
2900 North Menomonee River Parkway
Milwaukee, WI  53222-4597
(414) 258-4810
[www.mtmary.edu]

Mount Vernon College
2100 Foxhall Road N.W.
Washington, DC  20007
[www.mvc.gwu.edu]

Lesley University
29 Everett Street
Cambridge, MA  02138
(800) 999-1959
[www.lesley.edu]

Mary Baldwin College
New and Frederick Streets
Stanton, VA  24401
(540) 887-7019
[www.mbc.edu]

Marymount Manhattan College
221 East 71st Street
New York, New York  10021
(212) 517-0430
[www.marymount.mmm.edu]

Midway College
512 East Stephens Street
Midway, KY  40347
(800) 755-0031
[www.midway.edu]

Mississippi University for Women
1100 College Street
Columbus, MS  39701
(877) 462-8437
[www.muw.edu]

Mount Holyoke College
50 College Street
South Hadley, MA  01075
(413) 538-2000
[www.mtholyoke.edu]

Mount St. Mary’s College
10 Chester Place
Los Angeles, CA  90007-2598
(213) 477-2500
[www.msmc.la.edu]

Notre Dame College
4545 College Road
South Euclid, OH  44121-4293
(877) NDC-OHIO
[www.ndc.edu]
Our Lady of Angels Convent
609 South Convent Road
Aston, PA  19014
Pine Manor College
400 Heath Street
Chestnut Hill, MA  02467
(617) 731-7000
www.pmc.edu
Regis College
235 Wellesley Street
Weston, MA  02493
(781) 768-7000
www.regiscollege.edu
Russell Sage College for Women
45 Ferry Street
Troy, NY  12180
(518) 244-2000
www.sage.edu
Saint Mary-of-the-Woods College
St. Mary-of-the-Woods, IN  47876
(812) 535-5151
www.bc.edu
Saint Mary’s Dominican College
7214 St. Charles Avenue
New Orleans, LA  70118
www.dominican-sisters.net
Scripps College
1030 Columbia Avenue
Claremont, CA  91711-3948
(909) 607-1138
www.scrippcol.edu
Smith College
Northampton, MA  01063
(413) 584-2700
www.smith.edu
Peace College
15 East Peace Street
Raleigh, NC  27604-1149
(800) PEACE-47
www.peace.edu
Randolph-Macon Women’s College
2500 Rivermont Avenue
Lynchburg, VA  24503
(434) 947-8000
www.rmwc.edu
Rosemont College
1400 Montgomery Avenue
Rosemont, PA  19010
(610) 527-0200
www.rosemont.edu
Saint Joseph College
1678 Asylum Avenue
West Hartford, CT  06117-2791
(860) 232-4571
www.sjc.edu
Saint Mary’s College
Le Mans Hall
Notre Dame, IN  46556
(574) 284-4000
www.saintmarys.edu
Salem College
601 South Church Street
Winston-Salem, NC  27108
(336) 721-2600
www.salem.edu
Simmons College
300 The Fenway
Boston, MA  02115
(617) 521-2000
www.simmons.edu
Spelman College
350 Spelman Lane S.W.
Atlanta, GA  30314-4399
(404) 681-3643
www.spelman.edu
LISTING OF NATIVE AMERICAN COLLEGES AND UNIVERSITIES

Arizona Tri-Universities for Indian Education
www.atuie.org

Bay Mills Community College
12214 West Lakeshore Drive
Brimley, MI 49715
(800) 844-BMCC
www.bmc.edu

The Camas Institute
P.O. Box 1299, 934 South Garfield
Airway Heights, WA 99001
(800) 561-7714
www.camasinstitute.com

College of the Menominee Nation
www.menominee.com

Fond du Lac Tribal & Comm. College
2101 14th Street
Cloquet, MN 55720
(218) 879-0800
www.fdltcc.ms.us

Fort Peck Community College
P.O. Box 398, 605 Indian
Poplar, MT 59255
(406) 768-6300
www.fpcc.edu

Haskell Indian Nations University
155 Indian Avenue
Lawrence, KS 66046
(785) 749-8404
www.haskell.edu

Institute for American Indian Art
83A Van Nu Po Road
Santa Fe, NM 87508
(505) 424-2320
www.iaiancad.org

Lac Courte Oreilles Ojibwa Community College
13466 West Trepania Road
Hayward, WI 54843
(888) 526-6221
www.lco-college.edu

Leech Lake Tribal College
P.O. Box 180
Cass Lake, MN 56633
(888) 829-4240
www.leechlaketrabalcollege.org

Little Big Horn College
1 Forest Lane
Crow Agency, MT 59022
(406) 638-3104
www.lbhc.cc.mt.us

Leech Lake Tribal College
P.O. Box 180
Cass Lake, MN 56633
(888) 829-4240
www.leechlaketrabalcollege.org

Nebraska Indian Community College
www.nicc.org

Navajo Community College
1220 West Apachee Street
Farmington, NM 87401
(505) 326-6571
www.ncc.cc.nm.us

Oglala Lakota College
P.O. Box 490
Kyle, SD 57752
(605) 455-6000
www.olc.edu
Salish Kootenai College  
P.O. Box 70  
Pablo, MT  59855  
(406) 275-4800  
[www.skc.edu](www.skc.edu)

Southwestern Indian Polytechnic Institute  
9169 Coors Road NW  
Albuquerque, NM  87184  
(505) 346-2320  
[www.sipi.bia.edu](www.sipi.bia.edu)

Turtle Mountain Community College  
P.O. Box 340  
Belourt, ND  58316  
(701) 477-7862  
[www.turtle-mountain.cc.nd.us](www.turtle-mountain.cc.nd.us)

United Tribes Technical College  
3315 University Drive  
Bismark, ND  58504  
(701) 255-3285  
[www.uttc.edu](www.uttc.edu)
ORGANIZATIONS USEFUL FOR THE RECRUITMENT OF DIVERSE APPLICANTS

This listing includes organizations, which either formally or informally engage in some degree of identification, placement and/or referral services.

American Association of University Women (A.A.U.W.)
1111 16th St. N.W.
Washington, D.C. 20036
www.aauw.org

American Indian Higher Education Consortium
121 Oronoco Street
Alexandria, VA 22314
www.aihec.org

American Indian Movement (AIM)
St. Louis Park, MN
www.aimovement.org

Business and Professional Women’s Foundation
2012 Massachusetts Ave. N.W.
Washington, D.C. 20010
www.bpwusa.org

The Committee on Institutional Cooperation, Directory of Minority, Ph.D., M.F.A. and M.L.S. Candidates and Recipients
1819 South Neil Street, Suite D
Champaign, IL 61820
www.cic.uiuc.edu

Emily’s List
805 15th Street N.W.
Suite 400
Washington, D.C. 20005
www.emilyslist.org

League of United Latin American Citizens (L.U.L.A.C.)
1133 Twentieth Street, N.W.
Suite 750
Washington, D.C. 20036
www.lulac.org

National Alliance of Black School Educators
2816 Georgia Avenue, N.W.
Washington, DC 20017
www.nabse.org
National Association for the Advancement of Colored People (NAACP)
1790 Broadway
New York, New York 10019
www.naacp.org

National Association of Black Accountants
7249-A Hanover Parkway
Greenbelt, MD 20770
www.nabainc.org

National Black MBA Association, Inc.
180 North Michigan Avenue, Suite 1400
Chicago, IL 60601
www.nbmbaa.org

National Council of Negro Women, Inc.
1211 Connecticut Ave. N.W.
Suite 702
Washington, D.C. 20036
www.ncnw.org

National Organization for Women (N.O.W.)
1000 16th St. N.W. Suite 700
Washington, D.C. 20056-5705
www.now.org

National Society of Black Engineers
1454 Duke Street
Alexandria, VA 22314
www.nsbe.org

National Urban League, Inc.
500 East 62nd St.
New York, New York 10021-8379
www.nul.org

Native American Rights Fund
1506 Broadway
Boulder, CO 80302
www.narf.org

People United to Save Humanity (Operation P.U.S.H.)
930 East 50th St.
Chicago, Illinois 60615
www.rainbowpush.org
Southern Christian Leadership Conference (S.C.L.C.)
P.O. Box 89128
Atlanta, Georgia  30312
www.sclcnational.org

United Negro College Fund (U.N.C.F.)
900 East 62nd St.
New York, New York 10021
www.uncf.org

Women’s Information Network (WIN)
1511 K Street N.W., Suite 428
Washington, D.C.  20005
www.winonline.org
PUBLICATIONS ADDRESSING SPECIFIC POPULATIONS
(Useful for Advertising Position Vacancies)

The American Council on Education
One DuPont Circle, N.W.
Washington, DC  20036
Phone:  (202) 939-9300
Fax:  (202) 833-4760
E-mail:  web@ace.nche.edu  Internet:  www.acenet.edu

Affirmative Action Register
8356 Olive Boulevard
St. Louis, MO 63132
Phone: (314) 991-1335 or (800) 537-0655
Fax: (314) 997-1788
E-mail:  aareeo@concentric.net  Internet:  www.aar-eeo.com

The Association of Black Nursing Faculty, Inc.
5823 Queen’s Cove, P.O. Box 580
Lisle, IL  60532
Phone:  (630) 969-3809
Fax:  (630) 969-3895
E-mail:  clay@tuckerpub.com

Association for Women in Science
1200 New York Avenue, Suite 650
Washington, DC  20005
Phone:  (202) 326-8940
Fax:  (202) 326-8960
E-mail:  awis@awis.org  Internet:  www.awis.org

The Black Collegian Online
Phone:  (504) 523-0154  Internet:  www.black-collegian.com

Black Issues in Higher Education
10520 Warwick Avenue, Suite B-8
Fairfax, VA 22030-3108
Phone:  (703) 385-2981
Fax:  (703) 385-1839
E-mail:  pam@cmabiccw.com  Internet:  www.blackissues.com

The Chronicle of Higher Education
13333 New Hampshire Avenue, N.W.
Washington, DC  20036
Phone:  (202) 466-1050
Fax:  (202) 223-6292
E-mail:  jobs@chronicle.com  Internet:  www.chronicle.com
The Future Black Faculty Database
E-mail: fbf@aess.berkeley.edu

The Hispanic Outlook in Higher Education
P.O. Box 68
Paramus, NJ 07652
Phone: (201) 587-8800
Fax: (201) 368-0433
E-mail: pub@hispanicoutlook.com Internet: www.hispanicoutlook.com

Indian Country Today
Division of Native American Publications, Inc.
Box 2180
Rapid City, SD 57709
Phone: (605) 341-0011
Fax: (605) 341-6940 Internet: editor@indiancountry.com

Institute of Electrical and Electronic Engineers
1828 L Street, Suite 1202
Washington, DC 20036
Phone: (202) 785-0017
Fax: (202) 785-0835 Internet: www.ieee.org

The Journal of Blacks in Higher Education
200 West 57th Street, 15th Floor
New York, NY 10019-3211
Phone: (212) 399-1084
Fax: (212) 245-1973
E-mail: info@jbhe.com Internet: www.jbhe.com

The LULAC Voice (League of United Latin American Citizens)
1133 Twentieth Street, N.W.
Suite 750
Washington, D.C. 20036
Phone: (202) 408-0060
Fax: (202) 408-0064 Internet: www.lulac.org

Women in Higher Education
1934 Monroe Street
Madison, WI 53711
Phone: (608) 251-3232
Fax: (608) 284-0601
E-mail: Career@whe.com
ELECTRONIC RECRUITING

Recruitment efforts in cyberspace are becoming more and more popular. Listservs, bulletin boards, job banks, and Web sites all serve as electronic recruitment media.

Listservs and bulletin boards are normally forums for people to discuss a shared interest and often allow posting of jobs related to the shared interest free of charge.

Job banks usually come in one of two forms: commercial sites or association sites. Most of the commercial sites have electronic resume databases that employers can search using “key words” to identify candidates who most directly match their criteria (they may also contain listings of job vacancies for which prospective employees can apply, often on-line). Employers pay to post their job openings at these sites. Some noted commercial job banks are www.monster.com, www.jobbankusa.com, www.careerbuilder.com, and www.multiculturaladvantage.com.

Many professional associations’ job banks allow association members to post their resumes for prospective employers. For example, a search for an engineer could include a check of the site of the National Society for Black Engineers at www.nsbe.org. Employers usually pay a fee to use associations’ job banks, but it is often smaller than the fee that they pay to use commercial sites. As with recruitment efforts through print media, the success of on-line recruitment hinges on a good advertisement placed where the most qualified job seekers are most likely to see it.

Electronic Recruiting Resources

a. The American Council on Education maintains resume banks for top administrative positions. E-mail address: web@ace.nche.edu; Web site: http://www.acenet.edu.


d. Black Issues in Higher Education publishes 26 times a year and lists academic and administrative positions. E-mail address: biads@cnabiccw.com. For advertising, see the Web site: http://blackissues.com.

e. The number one news source for college and university faculty members and administrators is The Chronicle of Higher Education. E-mail address: jobs@chronicle.com. For advertising, see the Web site: http://www.chronicle.com.

f. The Directory of Ethnic Minority Professionals in Psychology is a directory that provides a listing of minority professionals in psychology and is published by the American Psychological Association. E-mail address: order@qpa.org.
g. The Florida Education Fund is a non-profit corporation with the goal of enhancing the educational advancement of historically underrepresented groups by offering programs and consulting services related to faculty and staff recruitment. E-mail address: office@fl-educ-fd.org.

h. The Future Black Faculty Database was created by the Black Graduate Engineering and Science Students at UC Berkeley. This database contains records of doctoral candidates, recent graduates, and professionals seeking a position in academia. All database members are of African descent and plan to obtain a tenure track faculty position within 5-7 years. E-mail address: fbf@aess.berkeley.edu.

i. The Hispanic Outlook in Higher Education publishes 26 times a year and is the sole Hispanic journal on today’s college campuses that reaches a broad cultural audience of educators, administrators, students, student service, community-based organizations, and corporations. E-mail address: pub@hispanicoutlook.com; Web site: http://www.hispanicoutlook.com.


k. The Minority On-Line Information Service (MOLIS) provides and promotes education, research, and diversity on a national level for minority institutions in partnership with government, industry and other sectors. E-mail address: molis-m@rams-fle.com.

l. The Minority & Women Doctoral Directory lists a number of students in nearly 80 fields in the sciences, engineering, humanities and the social sciences arena. For advertising, see the Web site: http://www.mwdd.com.

m. The Multicultural Advantage is an on-line career center focusing on diversity recruitment and staffing. E-mail address: postmaster@multiculturaladvantage.com; Web site: www.multiculturaladvantage.com

n. The National Association of Black Accountants is an on-line job listing and placement service. E-mail address: los@wam.umd.edu; Web site: http://www.nabainc.org/.

o. Women in Higher Education is a great resource that reaches over 12,000 women with administrative careers in higher education. E-mail address: career@whe.com.
Letter of Reaffirmation to Employment Sources

Letter Seeking Prospective Employees
LETTER OF REAFFIRMATION TO EMPLOYMENT SOURCES

DATE

________________
________________
________________

Dear Colleague:

The Florida State University periodically reaffirms its policy of equal opportunity to all recruitment sources. This is to advise that recruitment, hiring, promotions, training, terminations, lay-offs, rate of pay, and other forms of compensation are administered without regard to race, gender, marital status, color, religion, age, national origin, disability, or veteran’s status. Therefore, it is our policy to provide equal opportunity in employment in full compliance with the Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act of 1967, as amended, the Assistance Act of 1974, Executive Orders 11246 and 11758, and the Florida Civil Rights Act.

Your support and cooperation in referring qualified applicants to our University will help ensure our standing as a leading edge institution in the areas of affirmative action and diversity. We appreciate your assistance.

Sincerely,

________________
Dear (Organization/Group Leader/Contact):

Florida State University (“FSU”) expects to have a number of career opportunities available in the coming months and would appreciate your assistance in helping to identify highly qualified candidates, including ethnic minorities, women, and persons with disabilities, who may be interested in academic or administrative and professional positions of significant responsibility.

Our mission is to serve as a center for advanced graduate and professional studies, while emphasizing research, and providing excellence in undergraduate programs. Therefore, as a public, co-educational institution, FSU maintains a strong commitment towards student, faculty, and staff diversity. Thus, we continually seek and welcome all employment applications and offer a campus climate that values, respects, and accommodates all persons.

Specifically, we ask that you please submit resumes or other contact information on individuals that you may refer to:

(Department or Unit Contact Information)

Individuals that you recommend will be contacted and invited to apply for positions for which they might qualify. They may also be included as part of the (Department or Unit) Vita Bank from which potential applicants are matched with position vacancies as they occur.

We look forward to your support and assistance in this regard. Thank you for your consideration and attention to this request.

Sincerely,
SAMPLE FORMS

-3-

Affirmative Action Search, Screening and Selection Summary (FSU Form # AA186 Rev. 5/04)

Applicant Information for Monitoring Affirmative Action (FSU Form # AA317 Rev. 5/04)

Faculty Position Vacancy Announcement Form (FSU Form # PVA 001 – Rev.5/04)
**FLORIDA STATE UNIVERSITY**
**AFFIRMATIVE ACTION SEARCH, SCREENING AND SELECTION SUMMARY**

**Directions:** Please complete three copies and submit one copy each to the Office of Diversity Enhancement and Compliance and the Office of Dean of the Faculties upon completion of the selection process for all Faculty and A&P positions, as well as USPS positions in pay grades 25 and higher. The Hiring Authority must keep the third copy in their files.

**Department and Mail Code**

**Administrative/Academic Unit**

**Position Title:**

**Position No.:**

**Pay Grade:**

**Name and Title of Interviewer(s) or Search Committee Chairperson(s):**

**CATEGORY:**

(Please check one.)

- FACULTY
- A&P
- USPS

**SELECTION PROCESS DATA SUMMARY BY RACE AND GENDER (IF KNOWN)**

<table>
<thead>
<tr>
<th></th>
<th>MALE(S)</th>
<th>FEMALE(S)</th>
<th>W</th>
<th>B</th>
<th>H</th>
<th>A</th>
<th>AI</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>APPLICANTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>INTERVIEWEES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>HIRED</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Was position filled by internal promotion? Yes No
2. Was the position advertised in national publications or websites? Yes No
3. Was the position listed or posted with other Florida Universities? Yes No
4. Was the position listed or posted other non-Florida Universities? Yes No
5. Was the position listed with the Florida Department of Workforce Innovation? Yes No
6. Was a search committee used to screen candidates and make recommendations? Yes No
7. Indicate length of time the position was advertised. (___) days or (___) months
8. Indicate length of time to complete the job search. (___) days or (___) months
9. Please indicate the name, race and sex of the last three (3) hires in this same position.
<table>
<thead>
<tr>
<th>Name</th>
<th>Race</th>
<th>Sex</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
10. State any special circumstances relative to this search or comments.

**INTERVIEWEES**

<table>
<thead>
<tr>
<th>RACE</th>
<th>SEX</th>
<th>E-MAIL OR OTHER ADDRESS</th>
<th>DATE OF INTERVIEW</th>
<th>ACTION TAKEN</th>
</tr>
</thead>
</table>

*(W-White, non-Hispanic; B-Black, non-Hispanic; H-Hispanic; A-Asian/Pacific Islander; AI-American Indian or Native American Indian)*

**Prepared By**

**Phone No.**

**Authorized Signature/Title**

**Date**

**HR/ODE & C USE ONLY:**

AA186 Rev. 05/04

(NOTE: Effective January 2005, this form will be generated via OMNI/PeopleSoft)
<table>
<thead>
<tr>
<th>INTERVIEWEES</th>
<th>RACE</th>
<th>SEX</th>
<th>E-MAIL OR OTHER ADDRESS</th>
<th>DATE OF INTERVIEW</th>
<th>ACTION TAKEN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*(W - White, non-Hispanic; B - Black, non-Hispanic; H - Hispanic; A - Asian/Pacific Islander; AI - American Indian or Native American Indian)*

**Disposition Codes**

1 - Qualified/Interviewed/Hired as Internal Candidate  
2 - Qualified/Interviewed/Hired as External Candidate  
3 - Qualified/Interviewed/Offer Extended and Declined  
4 - Qualified/Interviewed/Not selected  
5 - Minimally Qualified/Did Not Meet Preferred Qualifications  
6 - Lacked Training, Experience and/or Certification as stipulated in vacancy announcement  
7 - Candidate Withdrawed Application  
8 - Not Interviewed/Not Selected

**RETURN TO:**  Human Resources Office of Diversity Enhancement & Compliance  
The Florida State University, University Center Bldg. A, Room 6203  
Tallahassee, Florida 32306-2410

**HR/ODEC USE ONLY:**

AA186 Rev. 05/04
The information requested below, regarding ethnicity, gender, disability, etc., is needed for the purpose of completing important governmental compliance reports to help evaluate the University’s progress in hiring persons in underrepresented disciplines or fields, or in difficult to recruit positions. THE PRINCIPAL UNIVERSITY EMPLOYING OFFICIALS WILL NOT VIEW THIS CONFIDENTIAL INFORMATION. IT WILL BE RETAINED IN SEPARATE FILES TO FACILITATE THE REPORTING AND AUDITING OF AFFIRMATIVE ACTION PROGRESS ONLY BY THE FSU OFFICE OF DIVERSITY ENHANCEMENT AND COMPLIANCE.

YOU ARE BEING ASKED TO FURNISH THIS INFORMATION ON A VOLUNTARY BASIS.

<table>
<thead>
<tr>
<th>POSITION(S) APPLYING FOR</th>
<th>DEPARTMENT(S) TO WHICH YOU ARE APPLYING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SOCIAL SECURITY NUMBER</th>
<th>NAME: Last    First    Middle/Maiden</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>STREET ADDRESS</th>
<th>CITY</th>
<th>STATE</th>
<th>ZIP CODE</th>
</tr>
</thead>
</table>

| HOME NUMBER ( )_____-_____ | ( ) I can perform the essential job functions for this position with or without a reasonable accommodation. |

| E-MAIL ADDRESS | |
|----------------| |

RACE OR ETHNIC IDENTIFICATION: (Please check only one.)

(  ) 1 = White - All persons having origins in any of the original peoples of Europe, North Africa, the Middle East, or the Indian subcontinent

(  ) 2 = African-American - All persons having origins in any of the Black racial groups of Africa

(  ) 3 = Hispanic - All persons of Mexican, Puerto Rican, Cuban, Central or South America, or other Spanish culture or origin, regardless of race

(  ) 4 = Asian or Pacific Islander - All persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands and Samoa.

(  ) 5 = American Native or Alaskan Native - All persons having origins in any of the original peoples of North America

<table>
<thead>
<tr>
<th>SEX</th>
<th>OTHER COMMENTS OR INQUIRIES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>(  ) Male</td>
<td>(  ) Female</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>VETERAN</th>
<th>DISCHARGE DATE</th>
<th>U.S. CITIZEN</th>
<th>LEGAL ALIEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>(  ) Yes</td>
<td>(  ) No</td>
<td>(  ) Yes</td>
<td>(  ) No</td>
</tr>
</tbody>
</table>

| Reg. # ( ) | |
|------------| |

WHAT INITIATED YOU TO SEEK EMPLOYMENT AT THE FLORIDA STATE UNIVERSITY?

(  ) Florida State University Website. Where?

(  ) Newspaper Advertisement. Name of Publication: ____________________________

(  ) Professional Journal Announcement. Name of Publication: ____________________________

(  ) Encouraged by a present or former FSU employee. Name: ____________________________

(  ) Other Referral. Explain: ____________________________

(  ) Electronic Recruitment Sources. Name: ____________________________

(  ) Conference/ Symposium. Name: ____________________________

(  ) Professional Association/ Organization. Name: ____________________________

(  ) Affinity Group/ Special Interest Organization. Name: ____________________________

I certify that I fully understand The Florida State University's purpose in obtaining the above information and further certify that my responses are voluntary and true to the best of my knowledge.

______________________________  ________________________________
Signature                            Date

RETURN TO: The Florida State University, University Center Bldg. A, Room 6203
Human Resources Office of Diversity Enhancement & Compliance
Tallahassee, Florida 32306-2410

FSU FORM NO. AA317  Rev. 05/04

63
The Florida State University Faculty Position Vacancy Announcement

<table>
<thead>
<tr>
<th>Request Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Position No. ____________________</td>
</tr>
<tr>
<td>2. Modifier _______ Class Code _______ Admin Code ____________</td>
</tr>
<tr>
<td>3. Certification No. ____________ Funding No. ____________</td>
</tr>
<tr>
<td>4. Professional Status: Tenure Earning _______ Non-tenure earning _______</td>
</tr>
<tr>
<td>Regular ___ Research ___ Visiting ___ Adjunct ___</td>
</tr>
<tr>
<td>Contract Type 9 ___ 10 ___ 12 ___</td>
</tr>
<tr>
<td>Contract or Grant Position Yes ______ No ______</td>
</tr>
<tr>
<td>5. Annual Salary ____________ Or Range Minimum ____________ Maximum ____________</td>
</tr>
<tr>
<td>6. Title ____________________</td>
</tr>
<tr>
<td>7. Location ____________________ include county if not main campus</td>
</tr>
<tr>
<td>8. Minimum advertising period (minimum is 1 week for new advertisement listing) Yes ______ No ______</td>
</tr>
<tr>
<td>*If longer than one week, please specify Application/Recruiting Deadline</td>
</tr>
<tr>
<td>9. Minimum Anticipated Start Date (minimum date is 1 day after advertisement close date) Yes ______ No ______</td>
</tr>
<tr>
<td>*If longer than one day, please specify anticipated start date</td>
</tr>
<tr>
<td>10. %FTE ____________</td>
</tr>
<tr>
<td>11. Brief Description of Qualifications</td>
</tr>
<tr>
<td>Required ____________________</td>
</tr>
<tr>
<td>Preferred ____________________</td>
</tr>
<tr>
<td>Duties ____________________</td>
</tr>
<tr>
<td>12. Person Responsible for Recruitment/Search ____________________</td>
</tr>
<tr>
<td>Title ____________________</td>
</tr>
<tr>
<td>Signature ____________________ Date Signed ____________</td>
</tr>
<tr>
<td>Dean/VP Approval (if required) ____________________</td>
</tr>
<tr>
<td>Campus Address ____________________ Mail Code ____________</td>
</tr>
<tr>
<td>Phone: ____________________ Fax: ____________________ Email address ____________________</td>
</tr>
<tr>
<td>Departmental Rep ____________ Dpt Rep Phone # ____________</td>
</tr>
</tbody>
</table>

POSITION FILLED ANNOUNCEMENT

<table>
<thead>
<tr>
<th>1. Position Number</th>
<th>2. Date of employment</th>
<th>3. Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Name</td>
<td>5. SSN</td>
<td></td>
</tr>
</tbody>
</table>
SAME VACANCY ANNOUNCEMENTS

Sample Vacancy Announcement – A&P
Sample Vacancy Announcement – Faculty
Sample Vacancy Announcement – USPS
THE FLORIDA STATE UNIVERSITY

Coordinator, Business and Finance/Auxiliary Services; Position # 64462

EMPLOYMENT CATEGORY: A&P

MINIMUM QUALIFICATIONS: A Master’s degree in an appropriate area of specialization; or a Bachelor’s degree in an appropriate area of specialization and two years of appropriate experience. Knowledge of generally accepted accounting principles and management and supervision techniques; ability to analyze accounting information, interpret policy, and prepare management reports. Ability to work independently and communicate effectively with management and clients.

MINIMUM SALARY: $31,691.00

CLOSING DATE: June 6, 2004

APPLY: Submit two (2) copies of resume and cover letter to:

FSU Human Resources
6200 University Center (A)
Tallahassee, Florida 32306-2410

Or apply on-line at:

http://wapps.oti.fsu.edu/servlet/JobVacancySearchForm

An Affirmative Action/Equal Opportunity Employer

The Florida State University subscribes to equal opportunity and complies with the Americans with Disabilities Act. All eligible candidates are invited to apply for position vacancies, as appropriate. The Florida State University is a public records agency pursuant to Chapter 119, Florida Statutes.
The Florida State University seeks applications for a tenure-earning Assistant Professor, Associate Professor, or Professor – Position #56869. A Ph.D. or M.D. with relevant academic/teaching/professional experience and excellent communications skills is required. Must be committed to the biopsychosocial model and have expertise in minority health, health disparities, medical humanities, spirituality and health, patient-provider communication, health literacy, multiculturalism substance abuse, or life-style behavior change.

Starting salary is negotiable, dependant upon qualifications, with a minimum salary of $55,000.

Closing Date: June 18, 2004

All applications and inquiries regarding this faculty position should be addressed to the person listed below:

Jane Smith, Hiring Authority  
Chair, College of Medicine, 247 COM  
The Florida State University  
Tallahassee, Florida 32306-4300

An Affirmative Action/Equal Opportunity Employer

The Florida State University subscribes to equal opportunity and complies with the Americans with Disabilities Act. All eligible candidates are invited to apply for position vacancies as appropriate. The Florida State University is a public records agency pursuant to Chapter 119, Florida Statues.
THE FLORIDA STATE UNIVERSITY

Financial Aid Officer; Position # 60275

EMPLOYMENT CATEGORY: USPS

MINIMUM QUALIFICATIONS: A Bachelor's degree in an appropriate area of specialization; or a high school diploma and four years of appropriate experience. Appropriate college coursework may substitute at an equivalent rate for the required experience. Excellent interpersonal and customer service skills. Knowledge of and ability to perform public speaking. Knowledge of methods of compiling, organizing, and analyzing financial data. Excellent communication skills and ability to establish and maintain good working relationships with others.

MINIMUM SALARY: $20,373.29

CLOSING DATE: June 8, 2004

APPLY: Submit two (2) copies of resume and cover letter to:

FSU Human Resources
6200 University Center (A)
Tallahassee, Florida 32306-2410

Or apply on-line at:

http://wapps.oti.fsu.edu/servlet/JobVacancySearchForm

An Affirmative Action/Equal Opportunity Employer

The Florida State University subscribes to equal opportunity and complies with the Americans with Disabilities Act. All eligible candidates are invited to apply for position vacancies, as appropriate. The Florida State University is a public records agency pursuant to Chapter 119, Florida Statutes.
STATE AND FEDERAL NON-DISCRIMINATION REGULATIONS

FEDERAL

- **The Age Discrimination in Employment Act of 1967**
  Prohibits discrimination against persons ages 40 to 65 in any aspect of employment.

- **The Americans with Disabilities Act of 1990 (ADA)**
  Prohibits discrimination by a public entity against a qualified individual with a disability in employment, public accommodations, public transportation, and public communications. Prohibits the exclusion of a qualified person with a disability from participation in or the benefits of the services, programs, or activities of a public entity.

- **Ban Against Pregnancy Discrimination (1978)**
  Amends title VII of the Civil Rights Act of 1964, and requires that women affected by pregnancy, childbirth, or related medical conditions be treated the same for all employment related purposes, including receipt of benefits under fringe programs, as other persons not so affected, but similar in their ability or inability to work.

- **Civil Rights Act of 1991**
  Provides remedies for intentional discrimination and unlawful harassment in the workplace. Expands the scope of civil rights statutes to provide adequate protection ( awarding of damages), to victims of discrimination.

- **Civil Rights Restoration Act of 1987**
  Restores federal interpretation and the broad application of *Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and Title VI of the Civil Rights Act of 1964.*

- **Equal Pay Act of 1963**
  Prohibits discrimination in salaries, fringe benefits, or other employment compensation on the basis of gender.

- **Executive Order 11246, as Amended by Executive Orders 11375, and 12088**
  Prohibits discrimination against any employee or applicant because of race, color, religion, gender, national origin, age, or disability by all federal contractors, or subcontractors with contracts over $50,000 or 50 or more employees, and requires that they develop and implement written Affirmative Action Plans (AAP).
• **Section 504, Rehabilitation Act of 1972**
  Prohibits discrimination against persons with physical or mental disabilities in employment recruitment, placement, pay, training, promotion and working conditions. Applies to all institutions receiving federal financial assistance, and requires the development and implementation of a written Affirmative Action Plan.

• **Title VII, Civil Rights Act of 1964, as Amended**
  Prohibits discrimination because of race, color, religion, gender, or national origin in employment.

• **Title IX, Education Amendments Act of 1972**
  Extends the coverage of the Equal Pay Act, and prohibits discrimination on the basis of gender against employees or students of educational institutions receiving federal aid.

• **Vietnam Era Veterans Readjustment Act of 1974**
  Prohibits employment discrimination against qualified disabled veterans and veterans of the Vietnam era by certain government contractors and federal agencies, and requires that they take affirmative action to employ such veterans.

**STATE**

• **Florida Civil Rights Act of 1992**
  Prohibits discrimination on the basis of race, color, religion, gender, national origin, age, disability, or marital status in the areas of employment, housing, accommodations, and education.

• **Florida Hate Crime Reporting Act of 1989**
  Sets forth sanctions for demonstrating prejudice during the commission of an offense.

• **Florida Educational Equity Act of 1985**
  Prohibits discrimination against employees and students in the state system of public education on the basis of race, national origin, gender, disability, or marital status.

• **HIV Disease (Florida Statutes, Section 760.50)**
  Prohibits discrimination on the basis of acquired immune deficiency syndrome, acquired immune deficiency syndrome related complex, or human immune deficiency virus.

• **Illegal Aliens (Florida Statutes, Section 448.09)**
  Prohibits the employment, recruitment, hire, or referral for public or private employment, of any alien who is not duly authorized to work by the immigration laws or the U.S. Attorney General.

• **Sickle-Cell Trait (Florida Statutes, Section 448.075)**
  Prohibits the denial or refusal of employment, or the discharge of any person from employment solely because such person has the sickle-cell trait.

• **Veterans Preference (Florida Statutes, Section 295.07)**
  Gives preference in appointment and retention in positions of employment to certain disabled and honorably discharged military veterans or their spouses.
For an effective search, it is suggested that individuals charged with implementation of this process (also see the Checklist in the next Section):

- Request the appropriate authorization from the hiring authority to recruit for the position (Provost, Dean, Chair, VP, etc.)
- Prepare the vacancy announcement and/or advertisements.
- Welcome and encourage all prospective employees, including ethnic minorities, women, and persons with disabilities.
- Ensure diversity on search committees and as interviewers for faculty, Administrative and Professional, and University Support Personnel System positions.
- Look to non-traditional recruitment sources for qualified diverse candidates, such as business and industry, government and public service, or the military.
- Utilize publications and professional organizations as sources for advertising and networking, when filling job vacancies.
- Network with professional colleagues and alumni for purposes of identifying potential candidates at conferences, meetings, and/or formal/informal affairs.
- Broaden the advertisement of position vacancies to include publications and electronic media that are targeted to diverse populations.
- Peruse the University-wide Vita Bank housed in the Office of Diversity Enhancement & Compliance (“ODEC”), or the reviewing departmental sources, for diverse candidates as positions become vacant.
- Use a “personalized” outreach approach to attract those individuals who are considered “hard to recruit.”
- Encourage external professional agencies to refer applicants for appropriate positions, particularly those that address the interests and concerns of targeted diverse populations.
- Use creative approaches to bring diverse candidates to campus, e.g., guest/visiting lecturers; job sharing; flex time, etc.
- Ensure that interview and evaluation procedures are consistent with institutional/legal policies.
Consider the qualifications of applicants on the basis of bona fide, job-related criteria.

Apply several related factors in evaluating experience requirements, such as previous success record and academic achievement, instead of only one factor.

Conduct reference checks, employment verification, etc.

Extend offers to successful candidates in a forthright, consistent manner.

Develop and maintain a welcoming work environment that is conducive to success, high productivity, and high morale for all employees.
Pre-Employment Checklist

CHECKLIST FOR HIRING AUTHORITIES & SEARCH & SCREENING COMMITTEES  

COMPLETED  N/A  TASK

☐ ☐ Authorization & funding to establish position.

☐ ☐ Initial/Updated position description received.

☐ ☐ Committee members assigned & Chairperson selected or elected. Ensure diversity of Committee members.

☐ ☐ Committee member appointed to serve as Diversity Compliance representative, who compiles data, reports, etc.

☐ ☐ Vacancy announcement(s) and/or advertisement(s) prepared & placed. Dean of the Faculties/Human Resources Employment Section contacted.

☐ ☐ Interviews conducted.

☐ ☐ Finalist(s) selected, reference checks conducted & final candidates recommended to hiring authority.

☐ ☐ Appointment paperwork completed.

---

1 Portions excerpted from “Search and Selection Handbook for Faculty and Senior Administrators,” September, 2003, and reprinted with permission from Dr. Phyllis Lewis, Senior Associate Vice-President, Administrative Services/Equal Opportunity Programs, Drexel University, Philadelphia, PA.

# INDEX

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADA</td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>29</td>
</tr>
<tr>
<td>Drug Testing</td>
<td>33</td>
</tr>
<tr>
<td>Employment Practices</td>
<td>30</td>
</tr>
<tr>
<td>Guidelines</td>
<td>29</td>
</tr>
<tr>
<td>Health &amp; Safety</td>
<td>32</td>
</tr>
<tr>
<td>Medical Examinations</td>
<td>33</td>
</tr>
<tr>
<td>Pre-Employment Inquiries</td>
<td>33</td>
</tr>
<tr>
<td>Prohibited Actions</td>
<td>31</td>
</tr>
<tr>
<td>Reasonable Accommodation</td>
<td>31</td>
</tr>
<tr>
<td>Statement</td>
<td>29</td>
</tr>
<tr>
<td>Who Is Covered?</td>
<td>30</td>
</tr>
<tr>
<td>Workers’ Compensation &amp; Injuries</td>
<td>33</td>
</tr>
<tr>
<td>Advertising</td>
<td></td>
</tr>
<tr>
<td>Criteria</td>
<td>8</td>
</tr>
<tr>
<td>Deadlines</td>
<td>8</td>
</tr>
<tr>
<td>EEO Compliance</td>
<td>8</td>
</tr>
<tr>
<td>Exemptions</td>
<td>6</td>
</tr>
<tr>
<td>Forms</td>
<td>9</td>
</tr>
<tr>
<td>Length</td>
<td>9</td>
</tr>
<tr>
<td>No Posting Required</td>
<td>6</td>
</tr>
<tr>
<td>Pay Grade &amp; Salary Information</td>
<td>8</td>
</tr>
<tr>
<td>Sources</td>
<td>10</td>
</tr>
<tr>
<td>Requisition Posting</td>
<td>5</td>
</tr>
<tr>
<td>Waivers</td>
<td>7</td>
</tr>
<tr>
<td>Affirmative Action Guidelines</td>
<td></td>
</tr>
<tr>
<td>Conditions</td>
<td>27</td>
</tr>
<tr>
<td>EEO Statement</td>
<td>28</td>
</tr>
<tr>
<td>Monitoring &amp; Compliance</td>
<td>26</td>
</tr>
<tr>
<td>Objectives</td>
<td>25</td>
</tr>
<tr>
<td>Preferences</td>
<td>26</td>
</tr>
<tr>
<td>Recruitment</td>
<td>26</td>
</tr>
<tr>
<td>Review</td>
<td>25</td>
</tr>
<tr>
<td>Role</td>
<td>28</td>
</tr>
<tr>
<td>Training</td>
<td>26</td>
</tr>
<tr>
<td>Applicant Screening</td>
<td></td>
</tr>
<tr>
<td>Evaluating</td>
<td>11</td>
</tr>
<tr>
<td>Late Applications</td>
<td>11</td>
</tr>
<tr>
<td>Pool</td>
<td>11</td>
</tr>
<tr>
<td>Pre-Employment Inquiries</td>
<td>13</td>
</tr>
<tr>
<td>Checklist</td>
<td>73</td>
</tr>
<tr>
<td>Department</td>
<td>Phone</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Administration</td>
<td>644-7941</td>
</tr>
<tr>
<td>Benefits</td>
<td>644-4017</td>
</tr>
<tr>
<td>H - O</td>
<td>644-8732</td>
</tr>
<tr>
<td>P - Z</td>
<td>644-8732</td>
</tr>
<tr>
<td>Classification</td>
<td>644-4285</td>
</tr>
<tr>
<td>Compensation</td>
<td>644-5050(Opt 1)</td>
</tr>
<tr>
<td>Dean of the Faculties</td>
<td>644-6876</td>
</tr>
<tr>
<td>Employee &amp; Labor Relations</td>
<td>644-6475</td>
</tr>
<tr>
<td>Employment</td>
<td>644-6035</td>
</tr>
<tr>
<td>HR Facilities</td>
<td>644-1939</td>
</tr>
<tr>
<td>Information Technologies</td>
<td>644-6537</td>
</tr>
<tr>
<td>ODE/ADA</td>
<td>644-8082</td>
</tr>
<tr>
<td>Retirement</td>
<td>644-7707</td>
</tr>
<tr>
<td>Systems</td>
<td>644-1978</td>
</tr>
<tr>
<td>Training</td>
<td>644-0184</td>
</tr>
</tbody>
</table>