The Chancellor Search Committee convened in the W. G. Pearson Dining Hall, Chancellor’s Dining Room, Second Floor on the campus of North Carolina Central University on January 17, 2017. Chairman George Hamilton called the meeting to order at 10:00 a.m.

ROLL CALL: Present: Mr. George Hamilton, Mr. Darrell Allison, Mr. John Barbee, Mr. Brett Chambers, Mrs. Oita Coleman, Mr. Samuel Cooper, Attorney Phyllis Craig-Taylor, Dr. Harriet Davis, Mr. Geoffrey Durham, Attorney Kimberly Grainger, Dr. Donna Grant, Mr. Michael Johnson, Dr. Bert L’Homme, Ms. Joan MacNeill, Judge Elaine O’Neal, Dr. Dwight Perry, Ms. Demetria Robinson, Dr. Kenneth Tindall, Dr. Ingrid Wicker-McCree, Dr. Carlton Wilson and Dr. Phail Wynn
Absent: Ms. Alesha Holland, Ms. Frankie Perry and Mr. Michael Goodmon

ADOPTION OF THE AGENDA: It was moved and properly seconded that the agenda be adopted. The motion carried.

Chairman Hamilton announced the appointment of Mr. John Barbee to serve as Vice Chairman of the NCCU Chancellor Search Committee.

Next Chairman Hamilton welcomed the committee members and thanked them for agreeing to serve as we begin to select candidates for one of which will be the 12th Chancellor for this institution. Chairman Hamilton informed the Committee that this is an extraordinary opportunity for everyone. He further stated that each person on the committee is extremely talented and brings a great deal to this effort.

Chairman Hamilton next introduced administrative support staff:

- Ms. Laurie Charest – UNC General Administration Representative
- Ms. Hope Murphy Tyehimba – NCCU General Counsel
- Ms. Dottie Fuller – Administrative Support for Search Committee
President Spellings was introduced by Chairman Hamilton. He welcomed President Spellings and recognized her to provide the charge to the Search Committee.

President Spellings thanked the Committee members for agreeing to serve on this Committee. She further stated the following:

This search for a new chancellor is the most important service you can render to the University. It is critical that you find the right person for this time in the history of North Carolina Central University to succeed Chancellor Debra Saunders-White.

The Committee must be guided by all appropriate provisions of the law and The Code of The University of North Carolina, and follow assiduously the requirements of the North Carolina Open Meetings Law, the provisions of The Code, and the relevant Board of Governors’ delegations to the Board of Trustees. President Spellings colleague from UNC General Administration, Ms. Laurie Charest, covered the search process protocol in more detail later in the morning.

The Committee is designed to be broadly representative and, as such incorporates North Carolina Central University trustees, faculty, staff, the student body, alumni and business and industry.

The Committee, the campus community, the search consultant and President Spellings must accept responsibility for finding the most highly qualified individuals to serve as chancellor. Once these persons are identified, it will be the duty of the search consultant, in cooperation with the support staff of the search committee, to bring these individuals into the pool for consideration by the Committee.

In considering candidates, the Committee should consider the work UNC/BOG have recently completed in the development of the University’s Strategic Plan, focused on making North Carolina a leader in Affordability, Accessibility, Student Success, Economic Impact and Excellent and Diverse Institutions. These themes will resonate with all constituent institutions with measurable outcomes over the next 5 years. The characteristics President Spellings will be looking for in the Chancellor of North Carolina Central University are:

- A leader with unquestioned integrity;
- A leader who will build on the legacy of Dr. Debra Saunders-White, who we all loved and miss dearly. These will be huge shoes to fill;
- Someone who understands how to balance that history with where the institution needs to go now and in the future;
- Someone who understands that NCCU has more upside potential than any other campus in the UNC System and is driven to take NCCU to the next level;
- Someone with experience, someone who knows first-hand how to manage and lead a highly complex organization and who understands the importance of shared leadership, transparency and inclusion with a collaborative style;
- Someone with tremendous people skills, who can effectively communicate with students, faculty staff, alumni, parents, Board of Trustees, Board of Governors, donors and the community;
- Someone who will be a collegial partner with President Spellings and with other institutions in the UNC System;
• Someone who understands the vital role NCCU plays in this region’s economy;
• Can be an academic or not, keep an open mind; and
• Someone who values all staff and faculty.

This Committee will be responsible for recommending three finalists, unranked, to the NCCU Board of Trustees. They should be individuals that this Committee believes can serve with distinction as Chancellor of NCCU, based on the characteristics President Spellings just described. After review and consideration the NCCU Board of Trustees will then recommend the unranked slate of three candidates to President Spellings for consideration.

Further, President Spellings stated the Committee’s work is not done with the selection of a new Chancellor. Upon conclusion of the search and appointment of a Chancellor, the members of the search committee will serve as emissaries to each of NCCU’s major constituencies and as champions of the new Chancellor.

The goal is to have the selected candidate in place no later than August 1st the committee should take time to assure that it is forwarding candidates who the Committee feels confident can effectively lead NCCU in the years ahead.

As noted at the beginning this task is the most important thing you can do for this University to assure its continuing success. President Spellings looks forward to meeting the candidates this Committee and the NCCU Board of Trustees recommend. She has no doubt we will find that person. She is proud to be a part of this next chapter in North Carolina Central University’s remarkable story.

Next President Spellings introduced members of the Search Committee:

• **George R. Hamilton** is chair of the Chancellor’s Search Committee. An NCCU alumnus, he serves as chair of the NCCU Board of Trustees and has been on the board since 2008.

• **John Barbee** is vice chair of the Chancellor’s Search Committee and serves as vice chair of NCCU Board of Trustees. He was named to the board in 2011 and is an alumnus of NCCU.

• **Darrell Allison** is president of Parents for Educational Freedom in North Carolina. He is an NCCU alumnus has served on the NCCU Board of Trustees since 2015.

• **Brett Chambers** – is a lecturer in the NCCU Department of Mas Communications.

• **Kimberly Cogdell Grainger, J.D.,** is an assistant professor of law in NCCU’s School of Law. She serves as the NCCU Faculty Senate chair.

• **Oita Coleman** is a member of the NCCU Board of Trustees, where she has served since 2015. She is vice president for the Quality User-Driven Enterprise Software Testing (QUEST) Division of SAS Institute.

• **Samuel Cooper** is president of the NCCU Alumni Association. An alumnus, Cooper is a technical sales representative at Nexeo Solutions, LLC, in Charlotte.
• **Phyllis Craig-Taylor, J.D.**, serves as dean of the NCCU School of Law.

• **Geoffery Durham** is president and chief executive officer of the Durham Chamber of Commerce.

• **Harriet Frink Davis, Ph.D.**, serves as vice chancellor of Institutional Advancement at NCCU.

• **Michael Goodman** is the vice president for Real Estate at Capitol Broadcasting Co., which operates the American Tobacco campus in Durham.

• **Donna Grant, Ph.D.**, is an associate professor and Computer Information Systems Department Chair in the NCCU School of Business.

• **Alesha Holland** serves as president of the NCCU Student Government Association and began her term in September 2016. She is a senior mass communications major and public relations minor.

• **Michael Johnson** has served on the NCCU Board of Trustees since 2015. An NCCU alumnus, Johnson is a president and chief executive officer of J&A Group LLC, a management and business consulting company.

• **Bert L’Homme, Ph.D.**, is superintendent of Durham County Public Schools.

• **Joan G. MacNeill** is a member of the University of North Carolina Board of Governors. She serves on the Personnel and Tenure Committee and Strategic Planning Committee.

• **The Honorable Elaine M. O’Neal** is Durham County Superior Court Judge and an NCCU alumna.

• **Dwight D. Perry, M.D.**, a trustee emeritus, served on the NCCU Board of Trustees for eight years. An NCCU alumnus, he is a surgeon with North Carolina Eye, Ear, Nose & Throat in Durham.

• **Frankie Perry** is president of the NCCU Foundation Inc.

• **Demetria Robinson** is chair of the NCCU Staff Senate. She is an executive support associate in the NCCU School of Law Library and is an NCCU alumna.

• **Kenneth Tindall, Ph.D.**, is senior vice president for science and business development at the N.C. Biotechnology Center. He has been a member of the NCCU Board of Trustees since 2013.

• **Ingrid Wicker-McCree, Ed.D.**, serves as athletic director for NCCU.
• Carlton E. Wilson, Ph.D., an NCCU alumnus, is Interim Provost and Vice Chancellor for Academic Affairs.

• Phail Wynn, Jr., Ph.D., is vice president for Regional Affairs at Duke University.

Chairman Hamilton thanked President Spellings for her attendance, charge, comments and guidance.

Ms. Laurie Charest’s (UNC General Administration Representative) presentation was entitled Chancellor Search Process. Highlights of her presentation included:
• Authorization for Chancellor Selection and Appointment
• Open Meetings/Public Records
• UNC General Administration Support
• Search Firm
• Timetable
• Questions

THE CODE OF THE BOAD OF GOVERNORS AND POLICIES OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA

Key documents include:

• The Code of the Board of Governors of the UNC delegates to the board of trustees the responsibility and authority to establish, in consultation with the president, a search Committee. The Code specifies that the Search Committee must include representatives of the board of trustees, faculty, student body, the staff, alumni, one member of the Board of Governors designated by the Chair of the Board of Governors to serve in a nonvoting advisory capacity and other campus constituencies as may be appropriate.
  o The Code requires:
    ▪ A preliminary report from the Search Committee to the President through the Chair of the Board of Trustees when the Search Committee is preparing a schedule of initial interviews;
    ▪ A recommendation of an unranked slate of three candidates from the Search Committee to the trustees for consideration upon competition of the campus interview process;
    ▪ A recommendation by the Board of Trustees of an unranked slate of three names to the president for consideration or a return of the slate to the Search Committee for further action.

• UNC Policy on Chancellor Searches; Board of Governors participation.
  o Sets out roles of the board of trustees, the chancellor search committee, the president and the board of governors; and
  o Provides that the Chair of the Board of Trustees shall establish the search committee in consultation with the President.

• UNC Policy on Senior Academic and Administrative Officers.
  o Provides that the appointment of chancellors is made by the Board of Governors upon recommendation of the President.
The bottom line is the Search Committee functions as a special committee of the Board of Trustees and is, therefore, subject to Open Meetings and notice requirements along with any relevant Board of Trustees’ rules.

**OPEN MEETINGS**

The Chancellor Search Committee is a public body subject to the Open Meetings Act. The Committee must:

- Give notice of meetings;
- Allow the public to attend;
- Keep minutes;
- Meet in Open Session unless an exception applies.

NCGS 143-318.11(a) provides two relevant exceptions:

- (1) “To prevent the disclosure of information that is privileged or confidential pursuant to the law of this State or of the United States....”
  - Article 7 of Chapter 126 of the General Statutes protects applicant information from disclosure.
- (6) “To consider the qualifications, competence... character, fitness,... or conditions of initial employment of an individual.... Prospective public officer or employee....”
- Review of applications, narrowing the pool, interviewing applicants and deciding whom to recommend may be done in closed session.

Topics that must be discussed in Open Session:

- Development of procedures;
- Development of job description or advertisement;
- Decisions on interview questions;
- Basically, anything that has to do with the search process that does not identify individual candidates.

**PUBLIC RECORDS**

All records (paper, electronic or other forms) made or received in connection with the search will be public records – including e-mails among committee members.

Unless records are covered by an exception, the public has access to them.

Personnel files are not subject to the public records pursuant to NCGS 126-22. “Employment-related information contained in a personnel file includes information related to an individual’s application, selection...”

**CONFIDENTIAL OR OPEN SEARCH**

Each Search Committee makes its own decision regarding whether a search will be confidential, open or a combination.
All searches should be confidential in the early stages to assure that strong candidates can consider the position without putting their current positions at risk.

The last search at NCCU was confidential. Attorney Hope Murphy Tyehimba addressed this issue later.

If the decision is to announce the names of finalists, applicants should be told from the beginning of the search that the Search Committee has decided to publicly announce the finalists. At the appropriate time, applicants will be asked for their consent to release their names as finalists.

Confidentiality also refers to the deliberations of the Search Committee:
- The Committee must be able to discuss candidates with complete candor;
- What happens in the Search Committee stays in the Search Committee;
- Confidentiality does NOT end when the search is complete – IT LASTS FOREVER;
- Each Search Committee member has been asked to execute a Confidentially Agreement.

**TIMETABLE**

Solicit Input on Leadership Statement – January-February 2017
Constituent Forums – January 2017
Position Description, Advertising – February 2017
Begin Screening – March
Select Semi-Finalists, Select Finalists – May 2017
Recommendation to NCCU Board of Trustees – June 2017
Board of Trustees Recommendation to President Spellings – June 2017
President Interviews Finalists, Recommends to Board of Governors – June-July 2017
New Chancellor begins work – August 2017

Chairman Hamilton thanked Ms. Charest for her presentation and assisting the Committee during this process.

Next Chairman Hamilton recognized Ms. Glenda Farrell, Associate Vice President for Employment and University Equal Opportunities. Her presentation was entitled *EEO Role and Process.* Highlights of her presentation are as follows:

The Code Section 103 – Equality of Opportunity in the University. Admission to, employment by, and promotion in the University of North Carolina and all of its constituent institution shall be on the basis of merit, and there shall be no unlawful discrimination against any person on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information or veteran status.

The Search Committee’s Role - Key Responsibilities:
- Serve as an advisory body;
- Endeavor to recruit a diverse pool of qualified candidates;
- Conduct a legally defensible search;
- Ensure equitable treatment of all applicants;
• Safeguard confidentiality of the search.

Job Posting: EEO Requirements:
• Provide candidates with the information to determine if they are a good fit;
• Show commitment to a diverse workforce;
• Posted criteria must:
  o Be relevant to the job; and
  o Avoid use of discriminatory language
• Include AA/EEO Statement which encourages women, minorities, individuals with disabilities and protected veterans to apply.

Evaluating the Candidate Pool – After receiving a screened pool of candidates, the Search Committee will screen further based on the posted leadership qualities:
• Develop and use screening factors that relate to the job;
• Recognize life experiences contribute implicit bias and can lead to inadvertently screening out well-qualified applicants; and
• Be aware that diverse career paths and experiences could enhance a candidate’s leadership skills.

Interviewing: Guidelines for Interviews:
• Ensure interview questions reflect job requirements;
• Design questions that require demonstration of competencies;
• Ask the same pre-determined questions to each candidate;
• Avoid asking questions that directly or indirectly inquire about an individual’s protected class status or that are not job-related;
• If candidates offer protected information voluntarily, redirect conversation and DO NOT consider when evaluating; and
• Ensure consistent treatment of all candidates during interview process.

Post-Interview: Identifying Top Candidates:
• Objectively document the top candidates’ qualifications based on relevant education, experience and competencies;
• Evaluate each candidate in the same manner; and
• Provide an unranked slate of three candidates.

Checking References:
• Reference checking will be primarily the responsibility of the search firm, search chair and UNC-GA;
• References are checked on only those candidates considered finalist;
• Consent is obtained from the candidate to contact references;
• A list of standard reference questions is used; and
• Questions prohibit during an interview are also prohibited during a reference check.

Maintaining Complete Records – Searches are subject to federal and state regulations and University policies:
• Keep detailed notes on all screening and selection decisions;
• Recordkeeping is key to successfully defending the hiring process; and
• The retention period for records (all interview notes, references, hiring proposal, applications, etc.) is 3 years – and is extended if there is a discrimination charge.

Final Considerations:
• How you perform your role is KEY to a successful search;
• EEO-related complaints generally involve an unsuccessful candidate who is disgruntled with the interview process. They allege the interview was unfair because –
  o The process was inconsistent;
  o Information sought was not job related; or
  o A Search Committee Member’s behavior suggested bias or discrimination.

Ms. Farrell also shared with the Search Committee members EEO Guidelines for Interviewing. (Copy of EEO Guidelines for Interviewing attached.)

Chairman Hamilton thanked Ms. Farrell for her presentation. The information provided will be extremely helpful.

Next Chairman Hamilton recognized Attorney Hope Murphy Tyehimba, NCCU General Counsel. Her presentation was entitled Open vs Closed/Confidential Search. Highlights of her presentation included:

North Carolina Personnel Records Act:
• Most of the application materials that the applicants for the position will submit will be considered CONFIDENTIAL;
• A certain portion of any applicant’s materials cannot be disclosed to anyone other than individuals who are involved in the search;
• The NC Personnel Records Act provides that certain information regarding state employees, including inspection by the public; one of these items is the name/identity of the applicant; and
• The Search Committee needs to make a decision today regarding whether or not to keep the entire search process closed, open or some hybrid between an open and closed search.

Definitions:
• Open Search – The identify of candidates at all phases of the search process is publicly known;
• Closed Search – The identify of candidates at all phases of the search is not publicly known; and
• Hybrid Search – The identity of candidates at some stage in the search process is unknown, but once as short-list of candidates, or the finalists are identified, the identity of the finalists candidates is publicly known.

Pros/Cons of Using an Open/Closed Search (Screening Process)

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<tr>
<th>Pros</th>
<th>Cons</th>
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<tr>
<td>Transparency and Accountability – to both members of the NCCU community and the community-at-large.</td>
<td>May compromise the candidate at his or her current institution or company while being considered for this job opportunity.</td>
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</tbody>
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May foster more confidence in the search committee and the search process because all identifying information is shared (no secrets). As a result, may cause qualified interested candidates – persons that NCCU may want to apply for the position – not to apply because they don’t want their information disclosed prior to reaching the finalist stage.

May result in an easier transition for the selected candidate because of the buy-in into the process by the community due to the transparency.

After considerable discussion and questions, it was moved by Mr. Johnson and properly seconded by Mr. Barbee that the NCCU Chancellor Search Committee keep the entire search process CLOSED. The motion carried.

Chairman Hamilton next introduced the Search Firm. In a meeting last week RFPs were considered and reviewed. NCCU has engaged the executive search firm of Diversified Search to assist NCCU Chancellor Search Committee with the search process. The Search Firm’s role is to:

- Recruit candidates;
- Screen candidates;
- Coordinate interview logistics;
- Process candidate expenses;
- Conduct initial reference checks;
- Conduct background checks, etc.

Diversified Search is one of the top 10 retained executive search firms with global search capabilities and is the largest women owned search firm. They have a track record of identifying, assessing and recruitment of leaders to the education sector with extensive experiences conducting successful searches for senior leaders in education, including chancellors, provosts, academic and administrative deans and other units. Diversified Search is well known in the UNC System and some educational institutions they have served include North Carolina A & T University, Winston-Salem State University and the University of North Carolina – Charlotte.

Chairman Hamilton introduced Ms. J. Veronica Biggins, Managing Partner and Ms. Euris Belle, Managing Director of Diversified Search.

Topics discussed included:

- Define committees
- Timelines
- Leadership Statement
- Advertisements
- Public Notices
- E-mail addresses
- Databases
- Dedicated website with individual password
- Surveys
• Reviews
• Forums
• Candidate Outreach
• Recruitment
• Interviews
• Scheduling and logistic arrangements
• Informal reference checks
• Education Verifications
• Background checks

In conclusion Ms. Biggins and Ms. Belle thanked Chairman Hamilton and the Chancellor Search Committee for the opportunity to be of service and they look forward to the opportunity to work with each member as a team in the selection process of the 12th Chancellor at North Carolina Central University.

CHAIRMAN’S ANNOUNCEMENTS:
• Chairman Hamilton will serve as the sole spokesman for the search committee. This is vitally important to prevent misinformation and leaks;
• The Confidentiality Agreements have been circulated and executed by the Committee Members;
• Subcommittees will be established. Each Committee Member will be assigned to at least one subcommittee;
• The website is being developed and will consist of:
  o Message from the Chairman
  o Chancellor Search Committee
  o Meeting Materials
  o Leadership Statement
  o Contact Information (Diversified Search)
  o Online Comments

The Chairman thanked the Committee Members for their attendance, participation and input in the Kickoff of the Chancellor’s Search.

There being no further business to come before the Search Committee, it was moved and properly seconded to adjourn. The motion carried.

Respectfully submitted:

Dottie Irving Fullier
Recorder
### EEO Guidelines for Interviewing

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<thead>
<tr>
<th>Category†</th>
<th>Acceptable</th>
<th>Unacceptable</th>
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| Age-based (ADEA, Title VII) | • If age is a legal requirement for the position, an applicant can be asked "If hired, can you furnish proof of age?" | • How old are you?  
• What is your date of birth? |
| Religious Inquiries (IRCA, Title VII) | • Only if there is a bona fide occupational qualification. | • What religion are you?  
• Do you observe any religious holidays? |
| National Origin (Title VII) | • Are you fluent in Spanish?  
• What languages do you speak and write fluently? (only if the job requires additional languages)  
• Are you authorized to work in the United States? | • Are you a native Spanish speaker?  
• How did you learn to read, write or speak a foreign language?  
• What country is your family from?  
• How long have you been in the United States?  
• Are you a US citizen? |
| Race/Color Inquiries (Title VII) | • None | • What is your race? |
| Sex Discrimination (Title VII) | • None before hiring. After hiring, such questions if relevant for insurance and tax purposes can be asked by HR or Payroll personnel. | • What do you think about working in an all-male department?  
• What are your child care arrangements?  
• How many children do you have?  
• Are you known as Mr., Ms., Miss, or Mrs.?  
• Are you married, engaged, or do you have a partner? |
| Disability-based Inquiries (ADA) | • None about the applicant’s record of disability or treatment at the pre-offer stage.  
• Are you able to perform the essential functions of the job, with or without accommodations?  
• Can you meet the requirements of the unit's work hours, overtime work, and attendance policies? | • Do you have a disability?  
• What is the nature or severity of your disability?  
• How many days were you sick during your last job?  
• Will you need time off for medical treatments or for other reasons associated with your disability?  
• Have you ever filed a worker’s compensation claim or suffered a disabling injury in a previous job? |
| Caregivers (ADA, EPA, PDA, Title VII, FMLA, ERISA) | • Travel is an important part of the job. Do you have any restrictions on your ability to travel? | • What are your child care arrangements? |
| Genetic Information (Title VII) | • None. | • What is your family medical history? |

†See References at end of this document for links to these EEO and other regulations and policies.
| Military/Veteran Record (USERRA, VEVRAA, ADA) | • What type of education, training and work experience relevant to the job did you receive while in the military? | • What type of discharge did you receive?  
• Have you ever been diagnosed with PTSD? |
| Job Commitment/Work Schedule (Title VII – Racial, Sex, Religion; PDA, ADA, FMLA, ERISA) | • This job requires someone who can work 8-5, Monday through Friday. Are you available to work these hours and days? | • Are you available to work on weekends (not appropriate unless indicated on posting as a business necessity)?  
• Does your religion or family situation restrict you from working on weekends?  
• Are you pregnant? When are you expecting?  
• Do you own a car? (unless owning a car is required for the job) |
| Education (ADEA; Title VII – Sex, Race, National Origin, Religion) | • Education, degrees, university attended, licenses/certificates related to the job position | • When did you graduate from high school? College?  
• General questions about education unless necessary to perform the work |
| Affiliation/Organization Membership (Title VII – Racial, Sex, Religion, National Origin) | • Job-related skills associated with role in professional organization listed on resume: Tell me about your leadership experience in a professional organization. | • What clubs or organizations do you belong to?  
• “...[[I]nquiries about organizations, clubs, societies, and lodges of which an applicant may be a member or any other questions, which may indicate the applicant’s race, sex, national origin, disability status, age, religion, color or ancestry if answered, should generally be avoided”  
https://www.eeoc.gov/laws/practices/  
• Do you belong to an organization that restricts or prohibits you from working on particular days, or limits or restricts compliance with departmental standards of appearance and/or grooming? (Information can be misused as a basis for discrimination on the bases of religion, national origin and, potentially, race).  
| Physical Characteristics (Title VII – Race, Sex, National Origin) | • Only if there is a bona fide occupational qualification.  
• This job requires the ability to lift a specific weight. Are you able to lift a 50-pound weight and carry it 100 yards? | • To ask questions about height, weight, impairment, or other physical data not related to the job. |
### Background Check (Title VII - Race, Sex, National Origin)
- What professional organizations or trade groups do you belong to relevant to your ability to perform this job?
- Have you ever been arrested for embezzlement?
- Do you own your own home?
- Have you ever declared bankruptcy?
- What clubs, societies and lodges do you belong to?
- If related to job duties, background check information about convictions can be used: Have you ever been convicted of embezzlement?  *(Best practice - let HR confirm during background check process on finalists)*

### Alcohol or Drug Use (ADA)
- Have you ever used illegal drugs?
- When is the last time you used illegal drugs?
- Asking questions about whether an applicant drinks alcohol does not reveal whether someone has alcoholism but may lead to prohibited information.
- Questions asking how much alcohol an applicant drinks may lead to prohibited information about a disability, such as alcoholism.
- How much do you drink socially?
- How often did you use illegal drugs in the past?
- Have you ever been addicted to drugs?

### Resources

**Age (Age Discrimination in Employment Act of 1967 (ADEA))**
- [https://www.eeoc.gov/laws/types/age.cfm](https://www.eeoc.gov/laws/types/age.cfm)

**Religion (Title VII)**
- Title VII Religion Discrimination [https://www.eeoc.gov/laws/types/religion.cfm](https://www.eeoc.gov/laws/types/religion.cfm);
  [https://www.eeoc.gov/policy/docs/religion.html](https://www.eeoc.gov/policy/docs/religion.html)
- Title VII Religious Inquiries [https://www.eeoc.gov/laws/practices/inquiries_religious.cfm](https://www.eeoc.gov/laws/practices/inquiries_religious.cfm);
  [https://www.eeoc.gov/laws/types/fs-relig_ethnic.cfm](https://www.eeoc.gov/laws/types/fs-relig_ethnic.cfm)

**National Origin (Title VII; Immigration Reform and Control Act of 1986 [IRCA])**
- Title VII National Origin [https://www.eeoc.gov/laws/types/nationalorigin.cfm](https://www.eeoc.gov/laws/types/nationalorigin.cfm)
- Immigration Reform and Control Act of 1986 (IRCA)

**Race/Color (Title VII)**
- Race/Color Discrimination [https://www.eeoc.gov/laws/types/race_color.cfm](https://www.eeoc.gov/laws/types/race_color.cfm)
- Title VII Pre-employment Inquiries -

**Sex (Title VII, PDA)**
- Title VII Sex Discrimination - [https://www.eeoc.gov/laws/types/sex.cfm](https://www.eeoc.gov/laws/types/sex.cfm)
- Title VII Marital Status Inquiries [https://www.eeoc.gov/laws/practices/inquiries_marital_status.cfm](https://www.eeoc.gov/laws/practices/inquiries_marital_status.cfm)
- Pregnancy Discrimination Act (PDA) of 1978 [https://www.eeoc.gov/laws/types/pregnancy.cfm](https://www.eeoc.gov/laws/types/pregnancy.cfm);
  [https://www.eeoc.gov/laws/statutes/pregnancy.cfm](https://www.eeoc.gov/laws/statutes/pregnancy.cfm)
Americans with Disabilities Act (ADA) https://www.eeoc.gov/eeoc/publications/ada_veterans.cfm


Veteran Status/Military Status (USERRA, ADA, VEVRRAA)
- Uniformed Services Employment and Reemployment Rights Act (USERRA), Title I of ADA, and Vietnam Era Veteran’s Readjustment Assistance Act (VEVRRA)
  https://www.eeoc.gov/eeoc/publications/ada_veterans.cfm
- Pre-employment Disability-Related Questions (ADA) - https://www.eeoc.gov/policy/docs/medfin5.pdf
- Office of Federal Contract Compliance Programs (OFCCP)
  https://www.dol.gov/ofccp/regs/compliance/faqs/Employer-Employee_Relationship.html

Family Medical Leave Act (FMLA)
- FMLA https://www.dol.gov/general/topic/benefits-leave/fmla


Caregiver (ADA, PDA, EPA, Title VII, FMLA, ERISA)
- Pre-employment disability-related questions https://www.eeoc.gov/policy/docs/preemp.html
- Americans with Disabilities Act (ADA) https://www.eeoc.gov/eeoc/publications/ada_veterans.cfm
- Title VII of the Civil Rights Act of 1964 https://www.eeoc.gov/laws/statutes/titlevii.cfm
- Title VII (Sex) - https://www.eeoc.gov/laws/types/sex.cfm

Compensation (Title VII, ADEA, ADA, EPA)

Financial Information (Title VII; US Federal Trade Commission’s Fair Credit Reporting Act (FCRA))
- Pre-Employment Inquiries and Financial Information
  https://www.eeoc.gov/laws/practices/financial_information.cfm
- Fair Credit Reporting Act (FCRA) https://www.consumer.ftc.gov/articles/0157-background-checks