

CNAS ACADEMIC RECRUITMENT PROCEDURE GUIDELINES

Fall, 2014 (Rev. 9-23-14)

All academic recruitments (except for Math Department recruitments) must use the campus electronic AP Recruit system for managing the recruitment process. Links to the AP Recruit guidelines are found at the end of this document. The Math Department must use the Mathjobs.online system.

It is incumbent on all who participate in the faculty search process to read and understand the Affirmative Action Guidelines in order to conduct a fair and equitable recruitment:

<http://affirmativeaction.ucr.edu/pracademic/ucraarecruitguidelines.pdf>

Approval to Recruit

1. The EVC&P approves each faculty recruitment. (For appointments involving Cooperative Extension FTE ([CE](#)), see [flowchart from ANR](#) on procedures).
2. The Dean will notify the Department Chairs of the approvals and copy the CFAO, the Finance and Budget Manager, and Director of Academic Personnel (APSU).

Recruitment Plan

1. The Department Chair appoints a search committee consisting of 5-7 members; including the Search Committee Chair, Affirmative Action Officer (AP Recruit Editor), one or two other members, and one member from outside of the Department. When choosing a search committee, the Department Chair must endeavor to include a diverse group of faculty. The composition of the search committee is then pre-approved by the Divisional Dean. The Department Chair will remind the search committee of the University's obligation to conduct a fair and equitable search and will provide them with the Affirmative Action guidelines – see link above.
2. The recruitment plan is prepared in AP Recruit by the Department (except for the Departments of Botany & Plant Sciences, Environmental Sciences, Earth Sciences, and Math, where it will be prepared by the APSU Academic Personnel Assistant in conjunction with the appropriate Department Chair.) If it is a College search (in which the Department has not been identified), the APSU Analyst will work with the chair of the Search Committee to prepare the recruitment plan, place advertisements in journals and receive applications by setting up the position in AP Recruit.
3. The recruitment plan should list all venues the position will be advertised or publicized for purposes of attracting a diversified pool of qualified applicants:
 - List of the university or college departments to which you intend to write. If you state you will write to all universities or colleges offering a particular degree program, in a specific area, no list is required. A sample cover letter should be appended to the recruitment plan.
 - A list of the professional, disciplinary and other journals in which you intend to advertise. Also the disciplinary or professional employment bulletins in which you plan to place a notice should be listed. At least one advertisement (paper based or electronic journal) must be posted for at least 30 calendar days to meet the Department of Labor's green card special handling recruitment requirement.

- A list of the newsletters in which you will announce the position. A copy of the position announcement and/or advertisement should be sent to the membership list if you can identify those who might be at least minimally qualified.
 - A list of online recruitment resources such as online job sites or job fairs.
 - Other recruitment and outreach strategies such as personal contacts, listservs, mailing lists, community outreach that the search committee will employ.
4. For the Assistant Professor level, typically 3-5 letters are requested at time of application “automatically” through AP Recruit. Some departments may elect in advance to wait until after the first deadline for review of applications to request candidate’s letters. (They may choose from their “Meets Requirements” group to request letters, especially for tenured positions.)

For tenured appointments, generally 5-7 contacts should be provided. The Department Chair also solicits letters from a list generated from the department (balanced list). Letter writers should be at or above the proposed rank and departments should take care to include several who are not closely affiliated with the candidate or his/her work. Typically, departments wait until they have a recommended candidate before they request extramural letters for the department side of the list.

Position Announcement/and or Advertisement

The position announcement and/or advertisement should be broad enough to cover foreseeable contingencies in the event there is flexibility regarding the sub-field.

Requirements for the position announcement and/or advertisement:

- eligible rank(s), department (include location if different from campus), and starting date area(s) of specialization
- educational and demonstrated experience requirements
- statement of teaching and research requirements
- request for candidate statement of research interests
- request for candidates statement on teaching philosophy (**strongly recommended**)
- statement requesting names, addresses, emails for letters of recommendation (and # required)
- statement that salary is commensurate with education and experience
- AP Recruit link (or in the case of Math, Mathjobs link)
- Name/title and address to direct inquiries
- due date for final application, initial application review and application changes
- equal opportunity/affirmative action employer statement-must use this language: “The University of California is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, disability, protected veteran status, or any other characteristic protected by law.”
- Note: for purposes of advertising and space (cost) issues, can use one of the following shorter versions: “The University of California is an Equal Opportunity/Affirmative Action/Disability/Veterans Employer” or “EEO/AA/Disability/Vets Employer”

A separate recruitment plan for each rank is needed in AP Recruit.

5. Departments/Dean's Search Committees will notify APSU Analyst¹ that the recruitment plan is ready for review in AP Recruit. (Math submits hard copy to APSU Analyst for review). APSU Analyst reviews and notifies appropriate Divisional Dean² (for concurrence). After their concurrence, the plan will open to the Office of Faculty & Staff Affirmative Action (for concurrence), and OFSAA opens to Vice Provost for Academic Personnel (for final approval).
6. The VPAP notifies the Department Chair, via the Dean, of the approval of the recruitment plan—no action (no advertising) begins until the plan is approved.
7. The position must be posted for at least 30 calendar days before review of applications.
8. Any revisions in the committee or the plan must be approved by the Divisional Dean and Affirmative Action. Documentation of the revisions must be uploaded into AP Recruit.
9. If a Target of Excellence (TOE) is involved, the Chair should follow the campus procedures for TOE, found on the Academic Personnel website:
<http://academicpersonnel.ucr.edu/resources/Target%20of%20Excellence%20%28TOE%29-2006.pdf>
10. All members of the search committee must have AP Recruit training (except Math recruitments which use Mathjobs). The Dean's office will email search members information for the online training in AP Recruit.

For non-employees of UCR, an Affiliate Request needs to be completed by the APSU Analyst or NAPSU staff in order for the non-affiliate to gain access to AP Recruit.

11. Conflict of Interest involving any faculty member or any individual involved in a search: As per the Affirmative Action guidelines:
 - A conflict of interest occurs when a search committee member has, or appears to have, a familial or special commercial or personal relationship with another committee member or with an applicant that may compromise or have the appearance of compromising a fair and equitable recruitment and selection outcome. Search committee members and all individuals involved in the recruitment process are expected to maintain the highest standards of professional conduct and take appropriate steps to avoid conflicts of interest.
 - Any familial relationship among search committee members that might influence or have the appearance of influencing the selection decision must be disclosed in the recruitment plan and is subject to review and action.
 - If a conflict of interest occurs between a committee member and an applicant that might compromise or have the appearance of compromising the judgment during the recruitment process, the member with whom the conflict of interest exists or the Committee Chair must send a written disclosure via the Equity Advisor to the Department Chair/Equivalent, to the Dean/Equivalent, to OFSAA, and to the VPAP for appropriate actions.

¹ APSU Analysts – Joy Ashburn (Math, Biology, and CBN); Judy Bliss (Environmental Sciences & Physics); Marie Good (Biochemistry, Chemistry, Nematology, Plant Pathology& Micro, and Dean's Office); Sherry Gonzalez (Earth Sciences & Entomology) and Tiffany Lindsey (Botany and Plant Sciences, CCB and Statistics).

² Div. Dean Holt (Botany & Plant Sci., Entomology, Earth Sciences, Environmental Sciences, Nematology & Plant Pathology& Micro); Div. Dean Atkinson (Biochemistry, Biology, Cell Biology & Neuroscience and Statistics); and Div. Dean Larive (Chemistry, Math, Physics and Astronomy)

For the policy governing employment of near relatives, refer to APM 520.

Short List

1. After the first review date, the Affirmative Action Officer or Search Committee Chair must mark each applicant as “Meets” or “Does Not Meet” (minimum qualifications) in AP Recruit. The Search Committee reviews the application files and meets to determine their recommendation to the Department. The Department AP staff member opens the applications in AP Recruit to all the faculty in the Department as well as the appropriate Divisional Dean and the Dean.
2. A departmental faculty vote is taken to approve the short list. Approval on short list by the Divisional Dean and OFSAA **must be obtained prior to candidates being invited for interview.**
3. In AP Recruit, each applicant should be marked “Meets Minimum Qualifications” or “Does not meet” by the Search Committee A.A. Officer. Search Committee A.A officer (Editor) should indicate reason for selection (or not) using the Disposition Reasons for each applicant using the drop-down list in AP Recruit. They can also add comments in the comment field on each applicant. This should be done before the Department AP staff member generates the Short List Report.
4. The Department AP staff will email the Department Chair and the A.A. Officer to approve the Short List, followed by the Divisional Dean and Office of Affirmative Action.

The Chair of the Department or the Chair of the Search Committee, if a College-wide recruitment, should write a brief justification for each candidate invited for interview using the Candidate Narrative under Comments and Flags in AP Recruit for the Divisional Dean’s review.

For Math:

Department submits the Compliance Report (includes short list and entire list of qualified candidates) to the appropriate APSU analyst for review, who will then forward it on to the appropriate Divisional Dean for approval. A narrative should accompany the compliance form (a brief paragraph summarizing the qualifications of the short list candidates).

The Divisional Dean should approve, then the APSU Analyst will affix Div. Dean signature and submit the Compliance Report to the Office of Faculty and Staff Affirmative Action for approval.

The Affirmative Action Officer completes and signs the Faculty Recruitment Program Assessment form, which is submitted directly to the Office of Faculty and Staff Affirmative Action.

For Math: Legend from Compliance report (for AA officer):

1	Candidate's areas of expertise do not match position description
2	Lack of fit between candidate and department's areas of specialization
3	No academic publications
4	Relatively low status publications in terms of quantity and quality

5	Overall record not as strong as other candidates in terms of quality and quantity of publications, research experience, teaching experience
6	Made "long short-list", but overall record not as strong as other finalists in terms of quality and quantity of publications, research experience, teaching experience
7	Incomplete file
8	On short list for interview
9	Withdrew file
10	Alternate
11	Other reason indicated (Type-In); Indicate Multiple Reasons from Legend in "Other Reason Not Selected for Interview"

- Once approvals are received (from the appropriate Div. Dean, Vice Chancellor of the Office of Faculty and Staff Affirmative Action), departments can begin interviewing the approved candidates.

Interview Process

Department Chairs and Search Committee Chairs need to plan interviews as early as possible in the search, remembering that:

- April 1 is the deadline for hiring faculty from another campus of the University of California ([APM 510-80-c](#)). Guidelines on intercampus recruiting must be strictly followed. ([APM 510-80-c](#), [Appendix A](#)).
- April 30 is the deadline for offers of employment effective the following academic year to a tenure-track or tenured faculty member at any institution which is a member of the [Association of American Universities](#) ([APM 500-16-c](#)).
- April 30 is the deadline for offers of employment effective the following academic year to a tenure-track or tenured faculty member from another California State institution ([APM 501](#))
- If these deadlines will not be met, the Department Chair must inform the VPAP through the appropriate channels so that an extension can be requested from the appropriate institution.

Department staff will assist the Department Chair in setting up the interviews in all cases except for College-wide searches, in which Dean's Office staff or AP Analyst will assist the Search Committee Chair. Consistent practices should be used for each recruitment within the Department. Seminars should be advertised on the UCR Scotmail Digest (<http://cnc.ucr.edu/scotmaildigest/>). All voting members of the faculty in the department should be included in the schedule with the candidate, along with the appropriate Divisional Dean. Some departments may have selected a student committee (grads and/or undergrads) to meet with the candidate to give a short lecture and do Q/A with the students. Faculty in other departments with similar research interests should be considered to meet with candidates.

Choosing the Candidate/Negotiation Process

- After the last interview, the search committee chair should solicit comments from the faculty and student committees or students in the department/program (if applicable). The search committee then meets and chooses their top candidate and can also discuss possible back up candidates.

2. The faculty meet and vote on the top choice(s) rank and step. **The negotiation process cannot begin until decanal approval is obtained.**
3. The Department Chair then provides the meeting date, department vote, CV and brief summary of the department decision/qualifications of the top candidate (with back up choices if determined) along with the rank and step proposed and off scale the Department Chair believes is necessary to the Divisional Dean.
4. If an Assistant Professor I through III appointment, the Divisional Dean reviews the department recommendation and grants permission to the Department Chair to begin negotiations with the candidate. If Assistant Professor IV or higher appointment, the Divisional Dean seeks approval for negotiations through the Dean and ultimately, the EVC&P. In addition, if an off-scale is proposed for any rank/step, Divisional Dean seeks approval through Dean and EVC&P. If an Assistant Professor appointment in conjunction with a Specialist in Cooperative Extension appointment, follow protocol in ANR slideshow: [\(CE\)](#), [see flowchart from ANR](#).
5. Once the Department Chair has approval to begin negotiations, s/he contacts the candidate immediately to provide the news that the candidate is the Department's top choice and would like to begin negotiations. The Department Chair requests that the candidate provide an itemized list of equipment and personnel needs (Initial Complement) in order to set up his/her research program. A CNAS template is currently under development to assist the Chairs in capturing all the areas that need to be addressed. The Department Chair needs to relay to the candidate that the IC will be for three years of support, but can be expended over their first four years. The Department Chair will work with the candidate to ascertain that the request is reasonable and then forwards the itemized request with any justifications to the appropriate Divisional Dean and Dean for review and approval.
6. If teaching evidence was not solicited earlier in the process, the Department Chair requests the candidate provide a sampling of the most recent 3 year period of teaching evaluations. It is noted that some very junior faculty hires may not have any evaluations, but the request should still be made.
7. For tenured appointments, the Department Chair works with the Search Committee Chair to determine a matching list of outside letters to solicit. (See Item #4 on page 2).
8. The Department AP staff member works with the candidate to put together a UC bio, UC formatted pub list and a zip file of his/her publications (unless there are electronic links to the candidate's pubs on his/her publication list). In addition, the Department AP staff member works to put together the entire appointment file using the appropriate checklist and cover sheet on CNAS Prime.
9. In some cases, a second interview may be necessary. Costs incurred during second interviews (but not house hunting visits) are considered part of the recruitment and come out of the Department's recruitment funding. If the candidate wishes to bring a partner/spouse/children along for the second visit and requests remuneration, the Department AP staff can assist the Department Chair in requesting an Exception to policy in advance using the form found on CNAS Prime.

10. When the candidate has finalized his/her IC request, the Department Chair reviews it and submits to the Divisional Dean for approval from Dean.
11. If any new pieces of evidence are introduced to the candidate's appointment file (such as teaching evidence and/or outside letters), the faculty of the department should be given ample time to review the new information and a new vote on the appointment rank and step should be taken.
12. The Department Chair (often with the assistance of the Search Committee chair) will draft the Department recommendation. The Department AP staff member will review and proof the recommendation for accuracy, insert into the appointment file and forward the file to the APSU analyst who will again review and proof the Department recommendation and audit the file.
13. The APSU Analyst will then provide the Divisional Dean and Dean the appointment file to review PRIOR to the appointment or IC letter being formulated. Very important: the IC letter and/or appointment letter do not precede the appointment file.

**Note: All correspondence related to the recruitment should be uploaded into the Documents section in AP Recruit for retention purposes. This includes search committee notes, faculty and student committee comments, interview notes, itineraries, negotiation emails, etc.

Joint Department Recruitments - Below is a brief synopsis; revert to the regular procedures above to fill in any blanks.

1. The Chairs of the two Departments each provide the appropriate Divisional Dean a list of (3 to 4) recommended faculty from their respective departments who would be appropriate to serve on the search committee. In addition, they each suggest an outside member to serve.
2. The appropriate Divisional Dean names the Chair of the Search Committee, as well as the rest of the committee.
3. The College Analyst provides guidance to the Search Chair and Department Chairs as needed.
4. The Search committee puts together a recruitment plan including job advertisement, which is then approved by both departments, run through the APSU Analyst, then approved by Div. Dean.
5. The plan and advertisement are then sent to Affirmative Action for approval, followed by VPAP.
6. The job is advertised and all faculty from both Departments are notified by the Search Committee Chair.
7. Search Committee puts together the short list which should then be approved by the faculty of the two departments.
8. APSU Analyst runs the compliance report based on coding the AA Monitor or Search Chair has put into AP Recruit.
9. Short list and compliance report are sent by APSU Analyst to Div. Dean/AA/VPAP for review and approval.

10. Interviews are conducted. All faculty and selected students from both departments are part of the interview process.
11. Search Committee Chair solicits comments from colleagues once interviews are completed.
12. Search Committee chooses top candidate (s). (May want to pick a back-up candidate.) The faculty from the two departments vote on top candidate(s).
13. The Chair of the Search Committee will notify the Div. Dean with the name of the top candidate(s).
14. The Div. Dean gives approval to move forward with the top candidate.
15. The Chair of the Search Committee contacts the top candidate and asks him/her to identify a primary department.
16. Once the candidate identifies a primary department, the Search Committee Chair notifies the Div. Dean.
17. The Div. Dean then contacts the Dept. Chair of the chosen department.
18. The Search Committee Chair follows up with the top candidate to let him/her know that the Chair of the primary department will be in contact to schedule a second visit if needed to meet with any additional department faculty.
19. College analyst in APSU will provide guidance to the Dept. Chair and the AP staff in the chosen department.
20. The normal process of putting together the appointment file occurs in the department.

College-wide Recruitments - Below is a brief synopsis; revert to the regular recruitment procedures above to fill in any blanks.

1. The Dean/Divisional Dean appoints a Search Committee.
2. Regular search procedures occur at this time.
3. At the time the top candidate is identified the following should occur:
 - The Chair of the Search Committee notifies the Dean with the name of the top candidate.
 - The Dean gives approval to move forward with the top candidate.
 - The Chair of the Search Committee contacts the top candidate and asks them to identify a home department.
 - Once the candidate identifies a home department, the Search Committee Chair notifies the Dean.
 - The Dean then contacts the Dept. Chair of the chosen department.
 - The Search Committee Chair follows up with the top candidate to let them know that the Chair of the home department will be in contact with them to schedule a second visit to meet with the department faculty.

3. College analyst in APSU will provide guidance to the Dept. Chair and the AP staff in the chosen department.
4. Then the normal process occurs in the department.

Following are helpful links to AP Recruit:

AP Recruit User Guide: http://cnc.ucr.edu/aprecruit/ucr_aprecruit_user_guide.pdf

Recruit Analyst Search Plan Checklist:

http://cnc.ucr.edu/aprecruit/recruit_analyst_search_plan_checklist.pdf

Recruit Analyst User Guide: http://cnc.ucr.edu/aprecruit/ucr_recruit_analyst_user_guide.pdf

Approvers Guide: http://cnc.ucr.edu/aprecruit/ucr_approvers_quick_guide.pdf

Search Committee Chair User Guide:

http://cnc.ucr.edu/aprecruit/search_committee_chair_quick_reference_guide.pdf

Search Committee Member User Guide:

http://cnc.ucr.edu/aprecruit/search_committee_quick_reference_guide.pdf

Link to Mathjobs: <https://www.mathjobs.org/jobs>