**Recruitments Checklist**

Departmental & Deans Level

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# RECRUITMENT CHECKLIST

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| --- |
| CONSIDERATIONS PRIOR TO RECRUITMENT |
| For a run-through of recruitment policies, refer to the document *Academic Recruitments: Search and Search Waiver Requirements* in Appendix B. |
| For a quick recruitment training, refer to the document *Guidelines for Faculty & CE Specialists Searches* in Appendix B. |
| For a general, visual run through of the recruitment process, refer to the document *Guidelines for Faculty Searches: Process Flow* in Appendix B. |
| Types of Guideline One Recruitments:* Departmental – run by Department
* College – run by APSU
* Cluster – run by a leading department
 | Types of Guideline Two Recruitments:* Departmental – run by Department/PI
* Pooled Recruitments – for Temporary Lecturers only
 |
| For Faculty searches, look at the rank of the search:* Specific rank (i.e. Assistant, Associate or Full) – 1 JPF number for all ranks of the recruitment
* Open rank – 2 JPF numbers for the recruitment (1 JPF for Assistant, and 1 JPF for Associate and/or Full)
 |
| For CE searches:* Throughout this checklist, there will be additional approvals required from ANR (refer to the document *CE Specialist Recruitment Guidelines* in Appendix B).
 |
| For Non-Senate searches:* Appointments at 18 months – initiate recruitment
* Initial appointments for 2 years or greater – recruit now
* Information that you collect from this checklist (the Search Plan and the advertisements) needs to be sent to Chris Browner, who will enter all of the information into AP Recruit and route for approvals.
 |
| For Pooled Recruitments:* They are run the same as a regular recruitment; however, the Department AP must set the recruitment as Initial Review Date (IRD) / Open until filled – indicated on page 3 on the *Search Plan Template* document. For more information about pooled recruitments, please refer to the document *Pooled Recruitment Guidelines* in Appendix B.
 |
| Waivers are allowed for the following circumstances (refer to the document *Academic Recruitments: Search and Search Waiver Requirements)*:* Spousal hires
* Target of Excellence (TOE) faculty hires
* Emergency/last minute need
	+ Temporary lecturer (1-3 quarters max)
 |
| Guideline One: APSU Director will send an email to the APSU Staff at the beginning of the recruitment season informing every one of the searches that are being run this year, the search type (department, college, or cluster), Search Committee Chair (if known), and approved Full Time Equivalent (FTE) breakdown (if known). The APSU Director will cc. the APSU Advertiser of the recruitments that are being conducted. |
| Guideline Two: Department AP will either be contacted by the PI requesting the position that is being recruited, or the Department AP will initiate the recruitment themselves. Refer to email template A in Appendix C. |
| SEARCH WAIVER PROCESS |
| [ ]  | The Department will contact the Department AP, informing them that a Search Waiver will need to be created. The Department AP will need the following information before creating a new search waiver in AP Recruit:* Title of the search waiver (name of the position)
* Department
* Position Duties
* Candidate name
* Candidate C.V.
* Candidate’s current employment status
	+ Current appointment Department and Title of position
	+ Current employee ID
	+ Effective date of initial appointment
* Proposed appointment
	+ Department and Title
* Search waiver category
* Justification narrative
* Waiver duration
	+ For Time limited (Lecturer): waiver effective date and waiver expiration date
	+ For Permanent (TOE and Spousal hires): waiver effective date
* Teaching evaluations (for Temporary Lecturers only)

Once all of the information is received, please follow the process below to create a search waiver. |
|  | **Note:** Waivers will only be approved in certain circumstances. Please review the document *AP Recruit: Search Waiver User Guide* before submission. Search waivers that do not comply with the guidelines will not be approved. Submission of a waiver request does not guarantee approval. |
|[ ]  Open AP Recruit. Under the Waivers tab, click on “Create New Search Waiver”. |
|[ ]  Enter the Position working title (the name of the waiver in the system, i.e. Assistant Professor) and the Home department (the department that will manage the waiver process – choose from the drop down list). Click “Create Search Waiver”. The information that was just entered will appear under WAIVER INFO – Position, General Information. The current academic year will be attached to the General Information. You can edit this area at any time by clicking on the “Edit” box. |
|[ ]  While in the WAIVER INFO – Position tab… |
|  | Enter the Position duties. Make sure to click “Save changes” as you enter/change the information. |
|  | Select none for the Affirmative action goal(s). Click “Save changes”. |
|[ ]  In the WAIVER INFO – Candidate tab…  |
|  | In Candidate information, enter the Candidate name, upload their C.V., and Select Yes or No to the question: “Is the candidate currently employed by the University?” If Yes is selected, fill out the Current employee ID and Effective date of initial appointment to current position. The Department (select from the drop-down list) and Title (select from the drop-down list) of the candidate’s current appointment(s) are required in order to continue the waiver process. The Step, Percent time, Current appointment start date, and Current appointment end date are not required, but may be entered. If the individual has more than one current appointment, the option to Add another appointment is located at the bottom left of the pop-up screen. Click “Save changes”. |
|[ ]  In the WAIVER INFO – Candidate tab, enter the Candidate qualifications. This area is used to discuss the qualifications required to successfully fill the position, and how the candidate meets those qualifications. Click “Save changes”. |
|[ ]  In the WAIVER INFO – Appointment tab, add the Proposed appointment. Enter the Department (select from the drop-down list), Title (select from the drop-down list. The Step, Percent time, Proposed appointment start date, and Proposed appointment end date are not required, but may be entered. There is an option to Add another appointment on the bottom left of the pop-up screen. Click on “Save changes”. |
|  | **Note:** for a Temporary Lecturer, the Proposed appointment start date and end date will be the service period for the quarter (i.e. Fall Quarter: 10/1 – 12/31). |
|[ ]  In the WAIVER INFO – Justification tab… |
|  | Select the Category of the Search waiver category (from the drop-down list). The Search waiver type will automatically populate when the Search waiver category is selected. Click “Save changes”. |
|  | Enter the Justification narrative. This area will allow you to provide a narrative explanation detailing the reasons for the search waiver, and include details about why it is not possible to conduct an open search for the position. If the waiver is being requested due to a medical situation, do not include medical details or any Protected Health Information (PHI). Click “Save changes”. |
|  | Select the Expiration type (Time limited or Permanent) in the Waiver duration section. If Time limited is selected, enter both the Effective date and the Expiration date (for Temporary Lecturers, these dates should match the service period for the quarter). If Permanent is selected, enter only the Effective date. Click “Save changes”. |
|[ ]  In the WAIVER INFO – Previous waivers tab (optional), add any previous waiver requests for this candidate (will most likely be used only for temporary lecturers). Enter the Search waiver request (SWR#) or other reference number, Candidate name, Position, Department, Search waiver category (select from the drop-down list), Was the waiver approved (Yes, No drop-down), Effective date, and Expiration date. Click “Save changes”. |
|  | **Note:** temporary lecturers have a maximum of three waivers. |
|[ ]  In the WAIVER INFO – Documentation tab, for Temporary Lecturers the Department AP must upload Teaching Evaluations. For other waivers, the Department AP can upload any supporting documents regarding the waiver (optional). These documents will be visible to the approvers; therefore, if the waiver is being requested due to a medical situation, do not include medical details or any Protected Health Information (PHI). |
|[ ]  In the APPROVALS – Approval request tab, click “Submit now” to submit the search waiver request for approvals. Click “Yes, submit for approval”. The Department AP will be able to add and reorder steps after creation. In order to add people to the approval flow, you must click “Add” and then type in their name, not their position. Those using an alternate email address (i.e. Dean, Div. Dean, Chairs) please forward the email requesting approval to their alternate email address (i.e. CNASdean@ucr.edu). Refer to email template \_ in Appendix C. The approval flow is as follows: |
|  | TOE & Spousal hires (Faculty):1. Dean’s Analyst
2. Department Chair
3. Dean (insert Div. Dean as alternate approver)
4. Diversity Office
5. Optional: Academic Personnel (auto-populated)
6. Vice Provost (Ameae Walker) (auto-populated)
 | Temporary Lecturers (Non-Senate):1. Dean’s Analyst
2. Dept. Chair
3. Div. Dean
4. Diversity Office (auto-populated)
5. Optional: Academic Personnel (auto-populated)
 |
| GUIDELINES FOR INITIATING A RECRUITMENT |
|[ ]  Guideline One: Department AP reaches out to the Department Chair to ask who the Search Committee Chair will be. Refer to email templates B-D in Appendix C. |
|  | Guideline One: Once the Search Committee Chair is known, the Department AP reaches out to them for the recruitment information. Refer to email template E-F in Appendix C. |
|  | Guideline Two: Department AP reaches out to the department PI for recruitment information. Refer to email template \_ in Appendix C. |
|[ ]  Email APO (Deborah Green) to request certification for those in the Search Committee that have completed the required training(s). Refer to email template \_ in Appendix C. For the Committee members who have yet to complete the training(s), you will email them (later in the checklist) informing them of the training(s) that they need to take and provide certification for. |
|[ ]  Cluster: The Department AP will reach out to the Steering Committee Member (Life Science Dean) for confirmation of approval of Search Committee. Refer to email template \_ in Appendix C. The email containing the Approved Search Committee must be uploaded in AP Recruit under the SEARCH INFO - DOCUMENTATION, Letters & Memos section by the Department AP. |
|[ ]  Guideline One: Notify the APSU Advertiser of the recruitment that is being conducted. Refer to email template \_ in Appendix C. The APSU Advertiser will enter the recruitment information into the Startup Module, located in ACAPERS. |
|[ ]  Guideline Two: Notify the APSU Advertiser of the recruitment that is being conducted. Refer to email template \_ in Appendix C. |
| SEARCH PLAN STAGE |
|[ ]  Open the *Search Plan Template* and prep it as much as possible with available information. Fill out all of the fields highlighted in green. As you complete the fields, please remove the green highlight, except for the sections that state, “*leave this area highlighted in green when sending the Search Plan Template to the Search Chair*.” |
|[ ]  Guideline One: Department AP emails the FAO requesting the information for the FAU that will be charged for paid advertising (refer to the *Ad Cost Spreadsheet* on the APSU Shared Server). Refer to email template \_ in Appendix C. |
|[ ]  Guideline Two: Once the FAU information is received, the Department AP will request approval for use from the Financial Analyst. Refer to email template \_ in Appendix C. Once approval is received, the Department AP must forward the approval to the APSU Advertiser. |
|[ ]  Send the *Search Plan Template* to the Search Chair to fill out. Include *Attachment A* (NORC codes: Diversity) and *Attachment B* (HERC codes: Discipline Category). Inform the Search Chair that the fields they are required to fill out in the *Search Plan Template* are highlighted in yellow. Refer to email template \_ in Appendix C. |
|  | Guideline One: Include *Attachment C* (Dear Colleague Letter Template and a previous example of a completed Letter). |
|  | **Note:** The Search Chair may ask for an example filled-in template from an old search. You may send them an example. Older recruitment documents may look different (i.e. the opening line of certain types of recruitments, the layout). However, the verbiage should be similar to the new recruitment documents. |
|[ ]  Guideline One: Notify the APSU student workers that recruitment is pending the *Dear Colleague Letter* and to request a review of their current list of Ph. D granting institutions in the appropriate discipline(s). Refer to email template \_ in Appendix C. |
|[ ]  Search Chair returns the filled out Search Plan Template to the Department AP. |
|[ ]  Department AP reviews the Search Plan Template for clarity and consistency.* Be sure the job title conforms to the standardized format. Example: Assistant Professor of Entomology, or Cluster Hire in Citrus – Assistant Professor. If you have questions, contact the APSU Advertiser for clarification.
* Review the job open date. We need **3 weeks lead time** for the Search Plan to go through the approval process (shown later on this checklist). If the Search Chair has indicated an earlier date, the Department AP will need to let them know their date isn’t realistic.
* Considerations when reviewing the Search Committee members:
	+ For Guideline One Search Committees:
		- There must be a minimum of 3 members.
		- There must be a female member and an outside member. There is a possibility of one person meeting both requirements.
		- The Department Chair cannot serve on the Search Committee.
	+ For Guideline Two Search Committees:
		- There must be a minimum of 3 members.
		- There must be a female member and an outside member. There is a possibility of one person meeting both requirements.
		- The Department PI cannot serve on the Search Committee.
 |
| [ ]  | If an outside Committee member is selected to be on the Search Committee, that individual needs to be granted affiliate access to review the recruitment. The Department AP must inform the Search Committee that the process takes about 3-4 weeks. Please follow the steps below to grant affiliate access (found on [Enterprise Directory](http://cnc.ucr.edu/edir/), under [Affiliate Account Requests Using eForms](http://cnc.ucr.edu/edir/affiliateacceforms.html#guide_content)):1. The Department AP needs to request access to eForms for the affiliate member by contacting the department SAA (the Department FAO).
2. Have the member complete the online eForm [UCR Affiliate Access & Verification of Identity](http://eforms.ucr.edu/pls/apex/f?p=123:1:3907739173318687).
	* The Enterprise Directory Administrator should be the primary individual responsible for requesting and confirming the new user’s identity.
	* The maximum request for a member to be affiliated for is 6 months.
3. The member must take the required trainings that coordinate with the type of search (mentioned in the next box).

Refer to email template \_ in Appendix C. |
| [ ]  | Once the Department AP knows who the Search Committee members are, they must send out an email informing the members of the required trainings and the Conflict of Interest form that needs to be completed by each member depending on the type of recruitment that is being conducted. Refer to email template \_ in Appendix C. The Chair will speak about the Conflict of Interest form at the first Committee meeting. |
|  | Guideline One requires both online and in-person training:* Online training: “[Equal Employment, Affirmative Action and the Academic Hiring Process](https://uc.sumtotal.host/core/pillarRedirect?relyingParty=LM&url=https:%2F%2Fuc.sumtotal.host%2Flearning%2Fapp%2Fmanagement%2FLMS_ActDetails.aspx%3FUserMode%3D0%26ActivityId%3D302288%26ClassUnderStruct%3DFalse%26CallerUrl%3D%2Flearning%2Flearner%2FHome%2FGoToPortal%3Fkey%3D0)”
	+ This course is available on the [LMS Training Website](http://ucrlearning.ucr.edu/) and takes about 30 minutes to complete. The certification for this training is valid for two years.
* In-person training: “[Promoting Faculty Diversity Workshop](https://uc.sumtotal.host/core/pillarRedirect?relyingParty=LM&url=https:%2F%2Fuc.sumtotal.host%2Flearning%2Fapp%2Fmanagement%2FLMS_ActDetails.aspx%3FUserMode%3D0%26ActivityId%3D302294%26ClassUnderStruct%3DFalse%26CallerUrl%3D%2Flearning%2Flearner%2FHome%2FGoToPortal%3Fkey%3D0)”
	+ The search committee member must register through the [LMS Training Website](http://ucrlearning.ucr.edu/) to select a day/time for this course. The certification for this training is valid for one year.
 |
|  | Guideline Two requires only online training:* Online training: “[Equal Employment, Affirmative Action and the Academic Hiring Process](https://uc.sumtotal.host/core/pillarRedirect?relyingParty=LM&url=https:%2F%2Fuc.sumtotal.host%2Flearning%2Fapp%2Fmanagement%2FLMS_ActDetails.aspx%3FUserMode%3D0%26ActivityId%3D302288%26ClassUnderStruct%3DFalse%26CallerUrl%3D%2Flearning%2Flearner%2FHome%2FGoToPortal%3Fkey%3D0)”
	+ This course is available on the [LMS Training Website](http://ucrlearning.ucr.edu/) and takes about 30 minutes to complete. The certification for this training is valid for two years.
 |
| [ ]  | Send the following to the APSU Advertiser (refer to email template \_ in Appendix C):* For Cluster: the number of positions for this recruitment.
* For all searches: Using Microsoft Word, copy and paste the Job Advertisement using the information in the *Search Plan Template* (specifically the job title, job description, and job ad sections).
 |
| [ ]  | Send any updates or changes to the Search Plan Template and/or Job Ad to the Search Chair for final approval and to fill in any portions you are missing, cc. the APSU Advertiser so they can both review for standardization. Refer to email template \_ in Appendix C. |
| [ ]  | CE: Department AP sends the completed *Search Plan Template* and the Advertisement to the Agricultural (Ag) Divisional Dean to receive approval from ANR. Refer to email template \_ in Appendix C. The email containing the approval from ANR must be uploaded in AP Recruit under the SEARCH INFO – Documentation tab, Search Plan Documents section by the Department AP. |
|[ ]  Enter each section of the *Search Plan Template* into AP Recruit. |
|[ ]  Department AP uploads a copy of the following under SEARCH INFO – Advertisements tab, Ad Documents section in AP Recruit:* Job Advertisement
* Any short versions of the Job Advertisement
* Dear Colleague Template Letter

**Note:** These documents must be approved for publication at the same time the Search Plan is being reviewed. |
|  | Continue to input the sections of the *Search Plan Template* into AP Recruit, starting at HERC Category under SEARCH INFO – Advertisements (page 6). |
|[ ]  Once all of the appropriate sections of the *Search Plan Template* are entered into AP Recruit, click on the Reports tab to generate an official Search Plan. In the Approvals column on the Reports screen, click “Submit Now”. A text box will appear informing you to route for approvals, click “Yes, submit for approvals”. You will have the option to add people and to reorder the approval flow on the next screen. Route the generated Search Plan for approvals according to the type of search in AP Recruit. Once you have clicked “Done” and submitted the Search Plan for approvals, you will not be able to remove any names from the approval flow, However, you will be able to add and reorder the flow for those who have not yet approved. The approval flow (found in the document *Guidelines for Faculty & CE Recruitments*) is as follows: |
|  | Guideline One:1. Dean’s Analyst
2. APSU Director
3. Dept. Chair
4. Div. Dean
5. Diversity Office (auto-populated)
6. Academic Personnel Office (auto-populated)
 | Guideline Two:1. Dean’s Analyst
2. Dept. Chair
3. Div. Dean
4. Diversity Office (auto-populated)
5. Academic Personnel Office (auto-populated)
 | Cluster:1. Dean’s Analyst
2. APSU Director
3. Dept. Chair
4. Appropriate Unit Director (Div. Dean)
5. Dean
6. Provost (K. Baerenklau)
7. Diversity Office (auto-populated)
8. Academic Personnel Office (auto-populated)
 |
|  | **Notes:** * In order to add people to the approval flow, you must click “Add” and then type in their name, not their position.
	+ Those using an alternate email address (i.e. Dean, Div. Dean, Chairs) please forward the email requesting approval to their alternate email address (i.e. CNASdean@ucr.edu). Refer to the email template document.
* The Department AP will receive an email from AP Recruit for each role that has approved the Search Plan and when all of the approvals have been obtained.
 |
|[ ]  Guideline One: During the Search Plan approval process, if the Search Plan is sitting in someone’s queue for longer than one day, the Department AP must send the person a gentle reminder to submit their approval. If the Search Plan has been sitting in someone’s queue for over one day, the Department AP must send a not-so-gentle reminder to them to submit their approval. Refer to email template \_ in Appendix C. |
|[ ]  Department AP uploads the approved Search Plan PDF in the APSU shared server under Recruitments and Appointments > [AY] Faculty Recruitments & Clusters or Non-Senate Recruitments > Approved Faculty Recruitment Plans. |
|[ ]  Guideline One: The Department AP will notify the APSU student workers to send out the *Dear Colleague Letter* to all of the Ph. D granting institutions in the appropriate discipline. Refer to email template \_ in Appendix C. |
|[ ]  The Department AP publishes the recruitment in AP Recruit and notifies the APSU Advertiser of the published recruitment (refer to email template \_ in Appendix C). **No changes can be made to the recruitment after it has been published.** If it is absolutely necessary that changes need to be made, the Department AP must take down the recruitment and go through the approval process again. |
|  | **Note:** Since at least one advertisement must be posted on the same calendar day the recruitment is opened, please do not open searches past 12:00 PM to give the APSU Advertiser time to complete ad placements. |
|[ ]  APSU Advertiser saves screenshots of the posted advertisements on the APSU shared server, under Recruitments and Appointments > Academic Advertising > [year]. The APSU Advertiser emails the Department AP with evidence of ad posting (refer to email template \_ in Appendix C). The Department AP must upload the evidence in AP Recruit, under SEARCH INFO - ADVERTISEMENTS, Evidence of Advertisements. |
|  | **Notes:*** Guideline One: The recruitment period is (minimum) 8 weeks. The review of applications can begin at any time; however, at the 8-week mark, all applications received by that date must be reviewed. The Search Committee cannot finalize a Shortlist prior to the 8-week mark.
* Guideline Two: The recruitment period (minimum) 30 days. The review of applications can begin at any time; however, at the 30-day mark, all of the applications received by that date must be reviewed. The Search Committee cannot finalize a Shortlist prior to the 30-day mark.
 |
|[ ]  The Department AP will send the Search Chair an email, informing the Search Chair of the completion of the Search Plan approvals. Refer to email template \_ in Appendix C. |
| REVIEW OF APPLICATIONS AND SHORTLIST |
|  | **Reminder:*** Guideline One: Recruitment period is (minimum) 8 weeks. The review of applications can begin at any time; however, at the 8-week mark, all applications received by that date must be reviewed. The Search Committee cannot finalize a Shortlist prior to the 8-week mark.
* Guideline Two: Recruitment period is (minimum) 30 days. The review of applications can begin at any time; however, at the 30-day mark, all of the applications received by that date must be reviewed.
 |
|  | **Notes:*** Guideline One: Shortlist required.
* Guideline Two: Shortlist not required. The PI can move forward with choosing the final candidate after the 30-day minimum recruitment period.
* For more specifics on Shortlists, refer to the document *Search Committee Guidelines* in Appendix B.
 |
|[ ]  Guideline One: Midway through the application period, go into AP Recruit and review the diversity statistics, located under SEARCH INFO – Diversity. Compare the data shown between the Average row in the Availability Data table and the All Responses row in the Pool Diversity table. |
|  | If there are large gaps when comparing the statistics between the Average percent and the Pool Diversity percent, follow the steps below:1. Email the Search Chair informing them of the gaps. Refer to email template \_ in Appendix C.
2. After communication with the Search Chair, Department AP will address the need to advertise in another venue or make other efforts to reach the diversity benchmark.
3. Alert the APSU Advertiser of the additional advertisement(s) needed to reach the benchmark. Refer to email template \_ in Appendix C.
4. The Department AP inserts the additional ad source(s) under the SEARCH INFO – Advertisements section in AP Recruit.
5. The APSU Advertiser supplies the Department AP of evidence of the advertisements. The Department AP will upload the advertisement evidence in the SEARCH INFO – Advertisements section in AP Recruit.
 |
|  | If there are no gaps and the diversity benchmarks are met, there are no additional steps needed to fulfill the diversity statistics. |
|[ ]  Department AP informs the Search Chair that all applications received by the minimum recruitment period can now be reviewed. Refer to email template \_ in Appendix C. |
|[ ]  As the Search Committee reviews the applications by looking at the APPLICANTS tab in AP Recruit, the Search Chair or the assigned AA Officer (Faculty Editor) must complete the following for each application that was submitted before the initial submission deadline (specified on the job advertisement): |
|  | The applicant’s status will automatically be marked as “Complete” or “Incomplete” in AP Recruit. If an applicant that the search committee is interested in is missing Letters of Recommendation, the Department AP informs the Search Chair that the minimum letters haven’t been met. The Search Chair will then need to contact the applicant offline in order to let them know that they need to reach out to the delinquent letter writer(s). |
|  | If the Status is “Complete”, choose and mark the Qualifications as either:* Meets Basic Qualifications
* Does Not Meet Basic Qualifications
 |
|  | Provide a Disposition Reason for each applicant:Guideline One:* Shortlist candidates must be marked as “Recommend for Interview”
* Alternates must be marked as “Serious Consideration”
* All other candidates must be marked with appropriate disposition reasons

Guideline Two:* The final candidate must be marked as “Recommend for Interview”
* All other candidates must be marked with appropriate disposition reasons
 |
|  | Guideline One: The Search Committee meets to discuss candidates and determine a draft Shortlist and to select any desired alternates (in pairs or pools). |
|[ ]  Guideline One: A Conflict of Interest may exist when a Search Committee member has, or appears to have, a familial, personal, professional, commercial, or financial relationship with a candidate that may compromise, or appear to compromise, a fair and equitable recruitment, selection process, and outcome. |
|  | The Committee member must disclose the conflict to the rest of the Search Committee during the review of applications. If the candidate is selected for the Shortlist, the Committee member must let the Department AP know. The Department AP will forward the information to the Dean’s Analyst, who will then send the information to the Assistant VPAP. The Assistant VPAP will determine if the Committee member should either:* Remove themselves from the committee
* Recuse themselves from deliberations related to the candidate with whom the conflict exists
 |
|  | The Assistant VPAP’s decision will be sent to the Dean’s Analyst, who will send it to the Department AP. The Department AP will upload any documentation of the decision to the Letters and Memos section under SEARCH INFO - Documentation tab in AP Recruit. The Department AP then informs the Search Committee of the decision. |
|[ ]  Departmental search: Search Chair sends a draft Shortlist request to the Department Chair for review. This is done offline, outside of AP Recruit. Department Chair emails a summary of the shortlisted candidates (including a brief justification for the selection of each person) to the Divisional Dean for approval. |
|  | Divisional Dean sends approval via email to the Department Chair, cc. the Search Chair and the Department AP. |
|[ ]  Department AP uploads the draft Shortlist approval email to the Letters and Memos section under SEARCH INFO - Documentation tab in AP Recruit. |
|[ ]  College & Cluster searches: Offline, the Search Chair will provide the draft Shortlist and related application materials to each member of the Search Committee, who will forward it to the chairs of all participating Departments to share with their faculty. The faculty will review, discuss, and vote on the shortlisted candidates. |
|  | The Search Chair collects departmental feedback of the Shortlist and the summary, including information addressing space for the candidate in the departments that are interested. |
|  | Cluster search: The Search Chair sends the finalized Shortlist summary to Department Chair, cc. Steering Committee Member (Life Science Dean) and the appropriate Divisional Dean. The Steering Committee Member forwards the information to the Associate Vice Provost (Ken Baerenklau) for approval. The Associate Vice Provost sends the approval email back to the Steering Committee Member and the Department Chair, cc. Search Chair, Divisional Dean, and Department AP. |
|[ ]  Upon completion of the offline approval of the shortlisted candidates, the Department AP inputs the finalized Shortlist into AP Recruit under the REPORTS – Shortlist tab, uploading all documents and emails under the SEARCH INFO – Documentation tab and submit the official Shortlist for approvals under the REPORTS - Shortlist. The approval flow is as follows: |
|  | Department/College:1. Dean’s Analyst
2. APSU Director
3. Faculty Editor
4. Dept. Chair
5. Div. Dean
6. Diversity Office (auto-populated)
7. Academic Personnel Office (auto-populated)
 | Cluster:1. Dean’s Analyst
2. APSU Director
3. Faculty Editor
4. Dept. Chair
5. Appropriate Unit Director (Div. Dean)
6. Dean
7. Provost (Ken Baerenklau)
8. Diversity Office (auto-populated)
9. Academic Personnel Office (auto-populated)
 |
|[ ]  Once all approvals have been received, the Department AP notifies Search Chair that interviews can commence. Provide the document *Applicant Evaluation Form (Sample)* in Appendix B to the email for the Committee members to use during interviews. Refer to email template \_ in Appendix C.  |
|[ ]  Department AP reaches out to the Search Chair requesting contact information for the person who will provide itineraries for the Shortlist candidates who are invited for interviews. Refer to email template \_ in Appendix C. |
| INTERVIEWS, SELECTIONS, NEGOTIATIONS, OFFER EXTENDED |
|[ ]  The Search Chair invites approved shortlisted candidates for interviews. Alternates may be invited only after shortlist candidate interviews have been completed.**Note:** Alternate invitations must be extended in pairs or pools. |
|[ ]  Cluster & Departmental searches: Itineraries will be completed by the Search Chair’s department. |
|  | Cluster: Search Chair will work with the potential home departments to coordinate campus visits for each shortlisted candidate and provide opportunities for faculty in each department to interview each candidate. |
|[ ]  College searches: Itineraries will be completed by the Department AP (Mary Stuart). |
|[ ]  Inform the Search Committee that interview notes and itineraries for each candidate are required, and must be submitted to the Department AP. Refer to email template \_ in Appendix C.  |
|[ ]  Search Committee collects feedback/interview notes on all interviewed candidates, then meet, vote, and rank them. |
|  | Cluster: Search Committee collects feedback/interview notes/votes from all participating departments. |
|  | Search Chair forwards the Committee’s final recommendation to the Department Chair. |
|  | Department Chair conducts a meeting of all eligible faculty to vote on final candidate(s). |
|[ ]  Department Chair creates a final summary and sends it to the Divisional Dean(s) with the voting results and Committee recommendation, including a request to begin negotiations with a final candidate. |
|[ ]  Divisional Dean emails his/her approval to the Department Chair, cc. APSU Director. The APSU Director will forward the approval to the Dean’s Analysts, cc. Department AP. |
|[ ]  Department Chair negotiates with the candidate. Upon reaching a tentative agreement, the Department Chair and/or FAO enters information in the Startup Request System in ACAPERS and routes for approvals. |
|[ ]  After all approvals have been received in the Startup Request system, the Dean’s Analyst creates Offer Letter (for Assistant I-III) or Startup Letter (for Assistant IV-VI, LPSOE, Associate, Full, and LSOE), then sends the letter to the Department Chair for approval. Refer to *Appointment Letter and File Process Flow* on the server for more information. |
|[ ]  For Assistant I-III: Dean’s Analyst forwards Offer Letter to the candidate. |
|  | For Assistant IV+: Dean’s Analyst forwards Startup Letter and Appointment File to APO for CAP review and final approval |
|[ ]  Department AP begins to gather the candidate’s file. Refer to the document *Checklist for Appointment Files* in Appendix B. |
| SEARCH REPORT STAGE |
|[ ]  Department AP records any advertisement additions to the SEARCH INFO – Advertisements tab in AP Recruit. The Actual Search & Recruitment Efforts section must be updated if any edits/additions were made after the Search Plan was approved. Evidence of Job advertisements must be uploaded under the Evidences of Advertisement section.**Note:** Double check with the Search Chair about any additional ad venues. |
|[ ]  Under the SEARCH INFO – Documentation tab, the Department AP uploads following documents in the Letters & Memos section:* Summary of Shortlist (Guideline One)
* Appointment Letter
 |
|  | The Department AP uploads the following documents in the Interview Materials section:* Itineraries
* Interview notes
 |
|[ ]  Under the SEARCH INFO – Conclusion tab, the Department AP completes the following sections:* Search Outcome
* Proposed Candidates
* Recruitment Closing
* Recruitment Conclusion
 |
|[ ]  Once all of the SEARCH INFO tabs are complete, the Department AP generates a Search Report under REPORTS – Search Report tab. Once the Search Report is created, the Department AP submits for approvals in AP Recruit. The approval flow is as follows for all recruitments:1. Dean’s Analyst
2. Diversity Office
3. Academic Personnel
 |
|[ ]  The Department AP submits the candidate’s file via Snapshot in order to complete the hiring process. Refer to the document *Checklist for Appointment Files* in Appendix C. |

# APPENDIX A

## Acronyms

AA – Affirmative Action

ANR – Agricultural and Natural Resources

APO – Academic Personnel Office

CE - Cooperative Extension

FAO – Financial and Administrative Officer

FAU – Full Accounting Unit

LMS – Learning Management System

LPSOE – Lecturer with Potential Security of Employment (working title = Assistant Profs.)

LSOE – Lecturer with Security of Employment (working title = Associate and Full Professors)

PI – Personal Investigator

SAA – Systems Access Administrator

SACNAS – Society for Advancement of Chicanos and Native Americans in Science

## Glossary

**JPF**A recruitment record in AP Recruit

[**Guideline One Recruitment**](http://hr.ucr.edu/docs/affirmativeaction_diversity/aa_recruitment_guidelines.pdf)
(located in the Affirmative Action Recruitment Guidelines for Academic Positions on the [AP Recruit Training and User Guides website](http://cnc.ucr.edu/aprecruit/training.html)) for appointments to the Professorial Series (including Acting titles), the Professor-in-Residence Series, the Agronomist Series, the Specialist in Cooperative Extension Series, the Academic Coordinator and Administrator Series on a permanent basis, and career or potential career appointments in the Librarian Series.

[**Guideline Two Recruitments**](http://hr.ucr.edu/docs/affirmativeaction_diversity/aa_recruitment_guidelines.pdf)
(located in the Affirmative Action Recruitment Guidelines for Academic Positions on the [AP Recruit Training & User Guides website](http://cnc.ucr.edu/aprecruit/training.html)) (**Non-Senates**): for temporary appointments which are full-time for one year or more, with titles in the Visiting Professor Series and Librarians; for appointments in the Adjunct Professor Series and Lecturers regardless of length and percent of appointment; and for appointments in the Professional Research Series, Specialists, Project Scientists when it is apparent that the initial appointment will be for at least two years (cumulative years/service apply).

**Pooled Recruitment**
A recruit for lecturer recruitment (refer to the Guidelines for AP Recruit).

# APPENDIX B

## Documents

### [Academic Recruitments: Search and Search Waiver Requirements](http://cnas.ucr.edu/cnasprime/images/recruitment_academic_search_waiver_require.doc)

CNAS Prime

### [AP Recruit: Search Waiver User Guide](http://cnc.ucr.edu/aprecruit/search_waiver_user_guide.pdf)

AP Recruit

1. **Applicant Evaluation Form (Sample)**

On the server under the file path Recruitments & Appointments > 0 – Recruitment and Appointment Policies, Procedures, and Forms > 0 – MOST CURRENT AP RECRUIT, MATHJOB, and RECRUITMENT information > AA – Applicant Evaluation Form (Sample)

### Appointment Letter and File Process Flow

On the server under the file path APSU Working > Dunmore > Agendas and Meeting Minutes > MP Internal Process > Appointment Letter and File Process Flow

### Attachment A (NORC Codes: Diversity)

On the server under the file path Recruitments and Appointments > 0 – Recruitment and Appointment Policies, Procedures, and Forms > NORC specialties in AP Recruit\_8 18 2014

### Attachment B (HERC Codes: Discipline Category)

On the server under the file path APSU Working > Rivera > Recruitment > Recruitment Templates > Attachment B-HERC Mapping Categories

### [CE Specialist Recruitment Guidelines](http://cnas.ucr.edu/cnasprime/hr/apsu/ce_specialist_recruitment_agreement_.pptx)

CNAS Prime

### Checklist for Appointment Files

On the server under the file path APSU Working > Dunmore > Agendas, Meeting Minutes, and Notes > Analyst Meeting > Checklist – Appointment File and Letter > Checklist for Appointment Files and Letters V - 2

### Guidelines for Faculty & CE Specialists Searches

On the server under the file path AcasPersSn Server > Recruitments and Appointments > 0 – Recruitment and Appointment Policies, Procedures, and Forms > 0 – MOST CURRENT AP RECRUIT, MATHJOBS and RECRUITMENT information > AA – Guidelines for Faculty & CE Recruitments – CNAS – 17-18 (V1)

### [Guidelines for Faculty Searches: Flow Chart](http://cnas.ucr.edu/cnasprime/hr/apsu/recruitment_flow_chart_9.11.17.pdf)

CNAS Prime

### [Pooled Recruitment Guidelines](http://cnas.ucr.edu/cnasprime/hr/apsu/pooled-recruitment-guidelines.pdf)

CNAS Prime

### Search Plan Template

On the server under the file path AcasPersSn Server > APSU Working > Dunmore > Agendas and Meeting Minutes > Recruitment Review > Search Plan Template

### Search Committee Guidelines

On the server under the file path AcasPersSn Server > Recruitments and Appointments > Recruitment Committee > Presentation – Most Recent > V3 – Recruitment Training Presentation 8-29-17

# APPENDIX C

## Email Templates

### Guideline Two: To PI Initiating a Recruitment

To: PI
Cc: PI’s Financial Analyst
Subject: \*Information Request\* [name of candidate]’s Position
Attachments: None

Dear [name of PI],

Do you intend to continue [name if candidate]’s employment as [current job title] past his/her current appointment ending date of [end date]? The reason that I ask so far in advance is that he/she is at the 18-month employment mark, and he/she was hired without a recruitment.

If the intention is for him/her to continue past that date, we will need to implement a recruitment for the position this month, which will allow sufficient time for the process. Could you please advise at your earliest convenience? I would of course assist you with the recruitment process.

Sincerely,

*Once you have received the confirmation from them to initiate the recruitment, you will send them the following email.*

Subject:
Attachments: None

Dear [name of PI],

Thank you for your response. **In order to begin the process, could you please provide**:

* The names of at least two other people for your Search Committee, and which one of them will serve as Affirmative Action Compliance Officer *(Note: The Department Chair may not serve on the committee)*
* A job advertisement for this position (let me know if you need any assistance); I can ensure the inclusion of mandatory EEAA and diversity wording.
* The research focus that you would like the recruitment title (for example, **Assistant Project Scientist in \_\_\_\_\_**)

In the meantime, I will begin a Search Plan draft and send it to you as soon as possible.

Sincere thanks,

### Guideline One: To Dept. Chair Requesting Search Chair and Committee Info (*Departmental*)

To: Dept. Chair
Cc:
Subject:
Attachments:

Dear Chair [ ],

I have been informed that the Department of [ ] has been approved to recruit for the [title of recruitment] recruitment in the [ ] [AY/FY]. The number of positions allocated for this search is [ ] at the [ ] rank(s).

I will be the recruitment analyst responsible for assisting with the main aspects of the recruitment process; including, but not limited to the following: posting of position in AP Recruit, advertisements, routing of approvals, etc.

Please contact me as soon as possible with the following information necessary to initiate the search:

* Name of Search Committee Chair
* Names of Search Committee members
	+ Special considerations: minimum of three, one female member, one outside member
	+ Department Chair cannot serve on the committee

Once I receive the information above, I will reach out to the search committee chair to begin working on the first stage of the recruitment (e.g., search plan).

I thank you in advance for your assistance. Please contact me if you have any questions or need assistance.

Sincerely,

### Guideline One: To Dept. Chair Requesting Search Chair and Committee Info (*College*)

To:
Cc:
Subject:
Attachments:

### Guideline One: To Dept. Chair Requesting Search Chair and Committee Info (*Cluster*)

To:
Cc:
Subject:
Attachments:

### Introduction to Search Chair (*Departmental*)

To: Search Chair
Cc:
Subject:
Attachments: [Guidelines for Faculty Searches: Flow Chart](http://cnas.ucr.edu/cnasprime/hr/apsu/recruitment_flow_chart_9.11.17.pdf) (CNAS Prime), [Search Committee Guidelines and Checklist](http://academicpersonnel.ucr.edu/checklists_and_forms/appointment_forms/Search%20Committee%20Guidelines%20and%20Checklist.pdf) (APO under 14-15 AY Search Committee Checklist), Search Plan Template (CNAS Prime), HERC Codes, NORC Codes

Dear Search Committee Chair,

I have been informed that the Department of [ ] has been approved to recruit for the [title of recruitment] recruitment in the [ ] [AY/FY]. The number of positions allocated for this search is [ ] at the [ ] rank(s).

I will be the Recruitment Analyst responsible for assisting you with the main aspects of the recruitment process; including, but not limited to the following: posting of the position(s) in AP Recruit, placement of advertisements, routing of approvals, etc.

To assist in guiding you through the recruitment process, attached is the process flow for faculty recruitments (titled *Guidelines for Faculty Searches: Flow Chart*). In addition, I’ve also attached a checklist provided by the Academic Personnel Office regarding Search Committee Chair responsibilities (titled *Search Committee Guidelines and Checklist)*.

To initiate your recruitment, a Search Plan will need to be completed (see attached). I have inserted the general information relevant to this search and have highlighted (in yellow) the sections that will need your specific input.

I look forward to assisting you with this recruitment and am here to provide guidance as needed. Please contact me if you have any questions regarding the search plan template or any other aspects of the recruitment process.

Sincerely,

### Introduction to Search Chair (*Cluster*)

To:
Cc:
Subject:
Attachments:

### Email to APO (Deborah Greene) requesting certification for trainings

To: Deborah Greene <deborah.greene@ucr.edu>
Cc: None
Subject: Search Committee Training Requirements – [Committee member names]
Attachments: None

Dear Deborah,

Would you be able to check and see if Dr. [name] ([department name]) and \_\_\_\_ have taken the Equal Employment/Affirmative Action mandatory training within the last two years, and the date, if available?

Please let me know if you need any additional information, and thank you!

Sincerely,

### Non-Senate: To the APSU Advertiser Informing them of the Recruitment

To: APSU Advertiser
Cc: None
Subject: Recruitment for [job title] - Advertisement
Attachments: Job Ad (in Word format)

Hi [APSU Advertiser],

Attached in Word format is the job description for the [job title] recruitment. Would you please review it, and let me know if you see something we should change?

If not, I will use this in the Search Plan that I will submit for approval. We are hoping to open the recruitment on or around [tentative recruitment open date].

Thanks!

### Guideline One: To FAO Requesting FAU Information for Paid Advertising

To: Dept. FAO
Cc: None
Subject: FAU for [title of search] Recruitment Advertisements – JPF00XXX
Attachments: None

Dear [FAO’s name],

Could you please advise me of the FAU to utilize for placing recruitment advertisements for the [title of search], JPF00XXX? [*If JPF number is not yet available, you can send you a draft of the Job Ad]*

Once all ads have been placed, the APSU Advertiser will copy you on an email with screenshots and receipts attached ad backup for your records.

Thank you,

### Guideline Two: To FAO Requesting Approval to use the FAU Information for Paid Advertising

To: Dept. FAO
Cc: None
Subject: FAU for Paid Advertisements for [title of search] Recruitment – JPF00XXX
Attachments: None

Dear [FAO’s name],

Dr. ­­­­\_\_\_\_\_ is chairing a Search Committee for recruitment of a/an [search title].

Although most advertisements will be run in no-cost venues, there will be [number of paid ad venues] advertisements that will incur a charge. The estimated costs will be:

* [*List venue names and as cost for each, if knows; the APSU Advertiser can help with any questions on this*]

Could you please advise me of the FAU to use for placing these ads? Once all ads have been placed, the APSU Advertiser will copy you on an email with screenshots and receipts attached as backup for your records.

Kind regards,

### To Search Chair to fill out Search Plan template

To: Search Committee Chair
Cc: AACO of Committee
Subject: \*Information Request for [search title] Recruitment\*
Attachments: Job Ad draft, Search Plan Template, HERC Mapping Categories, NORC Specialists

Hi Dr. ­­­\_\_\_\_,

Attached for your review and edits are the following:

* Job Ad – second draft, based on your previous email [if applicable: with some mandatory wording added]. Please feel free to edit, then let me know what you think. Note that the “open” date will be firmed up once the Search Plan is submitted for approvals.
* Search Plan Template – please review what I have filled in (in bold) and complete the section highlighted in yellow and return to me. I have also attached the HERC categories list and NORC specialty list for you to reference in the areas of the Search Plan that request a choice be made from them.

Dr. \_\_\_\_, thank you for your time. Please let me know if you have any questions.

Sincerely,

### To Notifying them that the Search Plan was submitted for approval

To:
Cc: None
Subject: Search Plan Submitted for Approval – JPF00XXX
Attachments: None

Good morning/afternoon Dr. ­­­\_\_\_\_,

I have submitted the Search Plan for review and approval for the [position title]. It will now be forwarded to five approvers that will review and approve the plan before it goes to Affirmative Action. I will keep you informed on the ongoing status and let you know when we have approval to post the advertisement.

Thank you,

### To Search Chair after review of the Search Plan Template

To: Search Committee Chair and AACO
Cc: None
Subject: Search Plan – Modifications – [recruitment name]
Attachments: None

*Below are specific examples that addressed specific modifications. Your email should be specific to the parts that are modified.*

Hi, Dr. \_\_\_\_ and Dr. \_\_\_\_,

I am responding to your question regarding the number of candidates required for the short list. I looked at the Academic Hiring Toolkit; it talks about 3 to 5 candidates being typical for a top-candidate short list, and specifies that “each unit must maintain a consistent practice from one search to another in the same academic year,” so I think you are okay with your suggestion of 4. I would recommend that we change the current text:

 “The Search Committee will screen all applications and develop a Shortlist that identifies the top five candidates.”

 **to:**

“The Search Committee will screen all applications and develop a Shortlist that identifies the top 3-5 candidates.” What do you think?

**Also**, under the Selection Plan heading, I don’t see included the required step of having the Shortlist presented for approval to the Dean or OFSAA. I believe the following sentence should be inserted in the place of the yellow highlighted sentence below in the current plan:

“The top candidates on the shortlist will be presented, with justification, to the CNAS Dean’s Office and to ODSAA. Upon Approval, these top candidates will be invited to UCR for an interview.

­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Selection Plan (current)**

The Search Committee will screen all applications and develop a shortlist that identifies the top five candidates. Selection of the Shortlist will be based upon evaluation of material supplied in the application, Letters of Recommendation and compatibility with department and college needs. These top candidates will be invited to UCR for an interview. Each interview will conduct of a two-day visit during which time the Search Committee, departmental faculty, graduate students and administration will have the opportunity to meet with the candidate and attend a formal and informal research seminar presented by the candidate. Once the interviews are completed, the Search Committee will solicit input from faculty, students, and administration on the candidates before making their final recommendation. ­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please let me know your thoughts – thank you!

### To Individual Search Committee Members Regarding Required Training(s)

*Considerations for setting up and modifying this template:*

1. *Is the Search Committee for a Guideline One or Two recruitment?*
	1. *If it is for Guideline One, leave numbers 1 and 2.*
	2. *If it is for Guideline Two, leave number 1 and remove number 2.*
2. *Has the individual already completed the required training(s)?*
	1. *If yes, keep the title(s) of the training(s) and inform them that no further actions are needed (refer to the instructions in the last paragraph of this email).*
	2. *If no, keep the title(s) of the training(s) and modify the instructions in the last paragraph of this email.*

To: Search Committee Chair and AACO
Cc: None
Subject:
Attachments: Search Committee guidelines and Checklist, (on APO’s website) and Conflict of Interest form

Dear Prefix, First, Last,

Our records indicate that you are a Search Committee member for the insert name of recruitment during the YYYY-YYYY academic year. For a brief explanation of the Search Committee roles and responsibilities, please refer to the *Search Committee Guidelines and Checklist* attached to this email. Also, please be informed that Search Committee members for Guideline One or Two recruitments are **required to complete the following training(s)**:

1. [Equal Employment, Affirmative Action and the Academic Hiring Process](https://uc.sumtotal.host/core/pillarRedirect?relyingParty=LM&url=https:%2F%2Fuc.sumtotal.host%2Flearning%2Fapp%2Fmanagement%2FLMS_ActDetails.aspx%3FUserMode%3D0%26ActivityId%3D302288%26ClassUnderStruct%3DFalse%26CallerUrl%3D%2Flearning%2Flearner%2FHome%2FGoToPortal%3Fkey%3D0) (online) – all Search Committee members must take the online tutorial in the Learning Management System (LMS). This course is open for all at all times and completion is good for a two-year period. This course covers Equal Opportunity and Affirmative Action laws and Proposition 209, as they pertain to academic searches. This replaces the previous online requirement.
	* Note: Completion of “Equal Employment, Affirmative Action and the Academic Hiring Process” (online) is required. You will not be able to register for the Promoting Faculty Diversity Workshop if you have not completed the online course.
2. [Promoting Faculty Diversity Workshop](https://uc.sumtotal.host/core/pillarRedirect?relyingParty=LM&url=https:%2F%2Fuc.sumtotal.host%2Flearning%2Fapp%2Fmanagement%2FLMS_ActDetails.aspx%3FUserMode%3D0%26ActivityId%3D302294%26ClassUnderStruct%3DFalse%26CallerUrl%3D%2Flearning%2Flearner%2FHome%2FGoToPortal%3Fkey%3D0) (in-person) – all Guideline One Search Committee members must register for the in-person workshop through the Learning Management System (LMS). This course is open on selected dates at various locations, and completion is good for a one-year period.
	* Note: Search Committee Member must be registered and/ or have attended the training prior to the Shortlist being submitted for approval.

Our records indicate that you have not taken one or both of the trainings listed above. If this statement is incorrect, please provide us with verification (a certificate of completion) of the training that you have completed in order for us to update our records.

As a Search Committee member, you will also need to fill out the attached ***Conflict of Interest* form** and submit it to me no later than [day], [MM/DD/YY].

Thank you for your time and cooperation.

Sincerely,

### To APSU Advertiser with the Job Advertisement Information

To: APSU Advertiser
Cc: None
Subject: Recruitment for [job title] - Advertisement
Attachments: Job Ad (in Word format)

Hi [APSU Advertiser],

Attached in Word format is the job description for the [job title] recruitment. Would you please review it, and let me know if you see something that we should change?

If not, I will use this information in the Search Plan that I will submit for approval. We are hoping to open the recruitment on or around [tentative recruitment open date].

Thanks!

### To APSU Advertiser informing them of the opened recruitment

To: APSU Advertiser
Cc: None
Subject: \*AP Recruit #JPF00XXX Now Open\*
Attachments: Final job advertisement in Word format

Hi [APSU Advertiser],

The recruitment for [recruitment name] has been published and is now open. Please see the attached final version of the job advertisement in Word format. Would you please post the Job Ad in the venues listed in the Search Plan?

Warm regards,

### To those who have the Search Plan pending approval for more than one day

To: Role
Cc: Chair (if longer than one day)
Subject: Approval Request: [recruitment title] JPF00XXX
Attachments: None

Dear Dr. \_\_\_\_,

The Search Plan for a/an [recruitment title] JPF00XXX is now in your queue in AP Recruit for review. **Would you mind signing into AP Recruit, reviewing the Search Plan, and sending it forward?**

If you have any problems, please let me know. Thank you so much.

### To Search Chair informing them of the completion of Search Plan approvals

To: Search Chair
Cc: None \*\*\*\*
Subject: \*[recruitment title] Recruitment Now Open\* JPF00XXX
Attachments: None

Dear Dr. \_\_\_,

Good news! The Search Plan for the [recruitment title] recruitment is now fully approved and is open for candidates to apply via AP Recruit (Job Number **JPF00XXX**). Job advertisements are being placed on the sites listed in the Search Plan.

You may review applications as they are completed in AP Recruit, or wait until the initial application period has passed. Beginning on [*date – use day after initial application period*], the committee may meet to discuss the applications.

Also after that date:

 **For all applications marked “Complete”**:

* Please mark each application as either “Meets” or “Does Not Meet” basic qualifications
* Add a Status to each application (both “Meets” and “Does Not Meet”)
* Choose disposition reasons for each from the drop-down menu.

Please let me know if you need any assistance or have any questions at any time. Thank you for all your efforts.

### To Search Chair – Draft of “Dear Colleague” Letter for approval

To: Search Chair
Cc: None
Subject: Dear Colleague Letter - Draft
Attachments: Dear Colleague Letter draft

Dear Dr. \_\_\_\_,

Please see the attached draft for a “Dear Colleague” Letter that will be sent over your signature to Ph.D.-granting institutions in [name of research discipline] as part of the [name of recruitment] recruitment. Could you please review it, and if it is acceptable, sign and return it to me?

Dr. \_\_\_\_, thank you for your time and assistance. Please let me know if you have any questions.

### To \_\_\_\_\_ how to prepare for Shortlist once Dean approves

To:
Cc: None
Subject:
Attachments: None

Hello ­­­­\_\_\_\_,

Now you will need to go into the recruitment and mark the candidates on the shortlist as “Recommend for Interview”. You do this by bringing up the candidates and updating the “Status” column to “Recommend for Interview”. All others will need to be marked with a disposition as to why they were not invited for interviews. You do this by clocking on Dispositions on the left side of the screen. If you do not see this, then select “Search Info” from the top of the screen and it will show the items on the left side of the screen.

Also, I notice that there are some on both recruitments that you have not marked as “Meets” or “Does Not Meet” basic requirements. You can do this by selecting the applicant and mark at the top (Status) if they meet or do not meet requirements. If you need help with this, call me and I can walk you through it.

Once this is all complete, I need to upload some documents and submit for approvals, and on to Affirmative Action for approval of the Shortlist. Once the Shortlist is approved by AA, I will notify you that your committee can now invite the candidates for interviews.

### To \_\_\_\_\_ Shortlist approved

To: Search Chair and Committee Members
Cc: None
Subject:
Attachments: None

Hello Dr. ­\_\_\_\_ and Committee Members,

Good news! The Shortlist of candidates has been approved by Affirmative Action. Your department candidates have been approved by Affirmative Action. Your department can now contact the applicants to arrange their campus visits. Please note the following:

* I have attached the required Application Evaluation form that each Committee Member will use to take notes of interviews for each candidate. Once everyone has been interviewed, the Chair, Dr. \_\_\_, or the Faculty Editor, Dr. \_\_\_\_, will send me the completed forms for documentation required to finalize the search and receive approval from Affirmative Action.
* Itineraries – Please have your departmental person handling the campus visits send me a final itinerary for each candidate. The itineraries will be required documentation for approval from Affirmative Action as well. ***Please let me know the name of your departmental person handling the campus visits so I can work with him/her.***

### To Search Committee Members informing them of required evaluations (interview notes)

To: Search Chair and Committee Members
Cc:
Subject:
Attachments: AP Recruit Applicant Evaluation Form

Hello Dr. \_\_\_\_ and Committee Members,

I have attached the Evaluation Form. Please use this form to capture your notes for each candidate when you interview them. The notes are requirements per Affirmative Action and will be view by them for final approval of the Search. Please let me know if you have any questions on the interviews!

### To Search Committee Members regarding evaluation (interview notes)

To:
Cc:
Subject: Shortlist Candidate Interview Notes
Attachments:

Good morning/afternoon,

I am sending this email to all Faculty Editors (Affirmative Action Officers) to return to me at your earliest convenience the interview notes from your recent recruitment. They are:

* **JPF00XXX** – [position title]
* **JPF00XXX** – [position title]
* **JPF00XXX** – [position title]
* **JPF00XXX** – [position title]

As a reminder this is the Evaluation form I sent you prior to the interviews with the Shortlist candidates. If any of your Committee members did not use this form, please collect whatever notes they used. I would like to have these back no later than [day], [MM/DD/YY]. Please let me know if you have any questions.

Thank you,

# APPENDIX D

# *Department specifications on when to open the recruitment for faculty review.*

## Biochemistry

## Botany and Plant Sciences

**Center for Conservation**

**Earth Sciences**

**Entomology**

**Environmental Sciences
Evolution, Ecology, and Organismal Biology**

**Mathematics**

**Microbiology and Plant Pathology**

**Molecular, Cell, and Systems Biology**

**Nematology**

**Statistics**