

ACADEMIC HIRING TOOLKIT

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DRAFT

Table of Contents

	Page
I. Academic Employment Policies and Procedures	4
A. UC Academic Personnel Manual	4
B. The CALL	4
C. UC Affirmative Action Guidelines for Recruitment and Retention of Academics	4
D. UCR Affirmative Action Recruitment Guidelines for Academic Position	4
E. UCR Academic Recruitments Search and Search Waiver Requirements	4
F. Academic Senate Bylaw 55	4
G. UCR Delegation of Authority Chart	4
H. APRecruit	4
I. UC Family Friendly Practices and Policies	4
J. UC Diversity Statement and UCR Principles of Community	4
II. General Principles	5
A. Quality	5
B. Equal Employment Opportunity/Affirmative Action	5
C. Immigration and Right to Employment	5
D. Recordkeeping and Confidentiality	6
III. Academic Recruitment Process	6
A. Role of the Vice Provost for Academic Personnel (VPAP), Office of Faculty and Staff Affirmative Action (OFSAA) and Academic Senate	6
B. The Recruitment	6
1) Planning and Adhering to Deadlines	6
2) Allocation of Academic Positions	7
3) Recruitment Plan Preparation & Submission	8
4) Role of Search Committee and Role of the Department	9
5) Job Announcement and Advertisement	10
6) Forming the Pool	10
7) References and Extramural Evaluation	10
8) Selection Process	11
9) Campus Visit	12
10) Final Selection	13
C. The Appointment File	14
1) Appointment File Process	14
2) Appointment File Requirements	15
D. The Appointment	16
1) Notification of the Appointment	16
IV. UC Riverside Academic Recruitment Tools	17
A. Additional Academic Recruitment Policies	17
1) Access to Records, APM 160	17
2) Affirmative Action and Non-Discrimination in Employment, APM 035	17
3) Confidentiality Policy on Letters of Evaluation	17
4) Delegated Appointments for Assistant Professors	17
5) Endowed Chairs and Professorships, APM 191	17
6) Faculty Recruitment Allowance Program, APM 190-e	17
7) Off-Scale Policy	17

8) Intercampus Transfers APM 510	17
9) Librarian Contract	17
10) Removal/Moving Expense for Academic Positions, Campus Policy #650-31	17
11) Review and Appraisal Committees, APM 210	17
12) Service Period and Pay Period for Academic Year Appointees	17
13) University Professor, APM 260	17
B. Other Appointment Types	17
1) Administrative Appointments	17
2) Eminent Scholar	17
3) Endowed Chair/Professorship	17
4) Professor of the Graduate Division	17
5) Target of Excellence	17
C. Academic Recruitment Checklists	17
1) Checklist for Assistant Professor I-III Appointments	17
2) Checklist for Assistant Professor IV and Above	17
3) Checklist of Steps in the Recruitment and Appointment Process	17
4) Search Committee Checklist	17
5) Librarian (AUL, Curator) Appointment File Checklist	17
D. Academic Recruitment Templates	18
1) Appointment Letter for Assistant Professor I-III	18
2) Appointment Letter for Assistant Professor IV and above	18
3) Initial Complement Letter	18
4) Sample Solicitation Letter for Assistant, Associate, Full and Distinguished Professor	18
E. International Scholar Center Information	18
1) Immigration Service Policy for Academic Appointments	18
2) Special Handling Labor Certification	18
3) Outstanding Professor/Researcher Immigrant Position	18
4) Program Electronic Review Management (PERM) Labor Certification	18
V. Contact Information	19

I. Academic Employment Policies and Procedures

The Hiring Toolkit serves as a reference guide only and is not meant to replace any system wide and/or campus policy. While practices may vary by College/School/Unit, users of the toolkit must continue to refer and adhere to system wide/campus policy.

The [University of California Academic Personnel Manual \(APM\)](#) includes policies and procedures pertaining to the employment relationship between an academic appointee and the University of California. [APM 200 to APM 420](#) pertains to appointment and promotion policies. For academic appointees covered by a Memorandum of Understanding (MOU), the APM applies only to the extent provided for in the MOU.

The CALL is a source for campus Academic Personnel procedures that pertains to personnel reviews (appointments, merits, promotions, appraisals, career review, quinquennials).

- [CALL for Senate Members](#) – refer to Section II-B-4 for Appointment and Section IV-E for Extramural Review Solicitation Letters
- [Librarian CALL](#), [AUL CALL](#), [Curator/Archivist CALL](#)

The [UC Affirmative Action Guidelines for Recruitment and Retention of Academics](#) describe both mandatory and voluntary affirmative action programs, consistent with law and University policy, which may be undertaken to promote equal employment opportunity and diversity in the context of academic employment practices.

The [UCR Affirmative Action Recruitment Guidelines for Academic Position](#) guide users through the local recruitment policies to ensure equal employment opportunities within the academic hiring process. It includes information on **Guideline One** and **Guideline Two** searches.

The [UCR Academic Recruitments Search and Search Waiver Requirements](#) describe the search waiver requirements for UCR.

The [Delegation of Authority](#) chart provides information on the final authority on academic review actions.

Academic Senate [Bylaw 55](#) contains material governing voting rights and other issues related to considerations of academic personnel procedures including appointment. Please refer all questions related to interpretation and implementation of Bylaw 55 to the [Academic Senate](#).

AP Recruit provides for secure online academic employment recruitment management, supporting the entire recruitment workflow from creation of the position, application, reference gathering, reviewing by the search committee, and, finally, selecting a hired candidate. Reports are built-in to the system, providing for an easy way to create the reports that the University of California's Office of the President uses to ensure all campuses meet their requirements as equal opportunity employers. APRecruit also ensures the security and integrity of all applicant, reference, and related recruitment data.

[UC Family Friendly Practices and Policies](#) assist faculty and other academic appointees in balancing the needs of work and family.

[UC Diversity Statement](#) and [UCR Principles of Community](#) describe the University's commitment to diversity.

II. General Principles

A. Quality

The entire academic hiring process is intended to accomplish [UCR's Strategic Goals](#). Every part of the process must be conducted with these goals in mind. The quest for excellence must start with the identification of the best possible candidates, it must proceed with a careful selection process, and it must end with the successful hiring of the very best academic appointee.

B. Equal Employment Opportunity/Affirmative Action

It is an explicit goal of UCR to achieve a diverse community of faculty, academic appointees, staff, and students. This objective must be applied in vigorous and comprehensive recruitment efforts that are designed to attract a diverse pool of candidates.

The University of California undertakes affirmative action to assure equal employment opportunity for underutilized minorities and women, for persons with disabilities, and for covered veterans. Affirmative action does not require hiring "preferences" for minorities and women, nor are preferences appropriate under law. UC's policy has been, and continues to be, to select the individual who possesses the qualifications to perform the duties of the position most effectively.

UCR's "[Affirmative Action Recruitment Guidelines for Academic Position](#)" must be followed.

A statement must be included in all advertisements that UC Riverside is an Equal Opportunity/Affirmative Action employer.

C. Immigration and Right to Employment

The Immigration Reform and Control Act of 1986 requires that all employees hired after November 7, 1986 must provide to their employer original documents as evidence of identity and authorization for employment in the United States. To comply with the law, the University must verify the identity and employment authorization of each person they hire, complete and retain a [Form I-9, Employment Eligibility and Verification](#), for each employee, and refrain from discriminating against individuals on the basis of national origin or citizenship. The employee must sign a government Form I-9, under penalty of perjury, to attest that the documents are genuine and relate to the employee. The department must examine the documents and complete and sign Part 2 of the Form I-9, under penalty of perjury, to attest that the documents have been examined, appear genuine, relate to the individual, and that to the best of the employer's knowledge, the individual is authorized to work in the United States. In order to host, hire, or compensate non-U.S. citizens, the University of California must observe all regulations imposed by the federal government. The University assists in preparation of the proper visa entrance documents as the government-approved hosting institution. However, federal regulations establish that the individual must assume the primary responsibility for any visa petition for legal admission to the United States. For instructions in completing the Form I-9 refer to the [M-274 Employers Handbook](#).

[E-Verify](#), is an electronic employment eligibility verification system to verify the employment eligibility of employees performing work under a covered federal contract. The U.S. Department of Homeland Security (DHS) designated E-Verify as the electronic employment eligibility verification system that all federal contractors must use as required by the amended Executive Order 12989. For more information regarding E-Verify refer to the [M-574 Supplemental E-Verify User's Manual](#).

For more information visit the U.S. Citizenship and Immigration Services (USCIS) website at: www.uscis.gov. For UCR's campus policies and procedures, refer to [Campus Policy Number 650-28](#).

D. Recordkeeping

Full documentation must be maintained for each search to satisfy the requirements of various agencies, which may post-audit any recruitment, particularly in the face of a complaint by any unsuccessful candidate. Departmental records must be retained for at least three years. Confidentiality Rules of conduct should be adopted in order to maintain confidentiality of the recruitment and appointment process. Certain materials of a search (e.g., extramural letters of reference) are governed by University regulations and laws concerning confidentiality (see [APM 160](#)). At the department's discretion, non-senate members of the search committee, including graduate students, may have access to confidential materials. Any such access is governed by the same confidentiality safeguards that govern faculty. Review of materials must be done without regard to the applicant's sex, age and/or ethnicity.

III. Academic Recruitment Process

[The Process and Checklist of Steps in the Recruitment and Appointment](#) process is intended to help academic and research departments navigate the Senate Faculty, Librarian/AUL/Curator/Archivist and Non-Senate Academic Appointment recruitment process.

A. Role of the Vice Provost for Academic Personnel (VPAP), Office of Faculty and Staff Affirmative Action (OFSAA) and the Divisional Academic Senate.

The Vice Provost for Academic Personnel (VPAP) is designated by the Chancellor and the Executive Vice Chancellor and Provost (EVCP) to develop and implement academic review procedures for the Riverside campus ([APM 220-80-c](#)). The VPAP facilitates all Academic Personnel actions on behalf of the Chancellor and the Executive Vice Chancellor and Provost (Chancellor's designee) via the Academic Personnel Office (APO). All items should be addressed to the Chancellor and submitted to APO via the appropriate Dean's Office. The VPAP is designated by the Chancellor and EVCP to review and approve all academic recruitment plans. Refer to the [Delegation of Authority](#) chart for information on the final authority on academic review actions.

The Office of Faculty and Staff Affirmative Action (OFSAA) is responsible for ensuring that every aspect of the academic recruitment and selection process conforms to established legal requirements and University guidelines relating to equal employment opportunity, affirmative action, and non-discrimination. In this role, the OFSAA reviews and routes recruitment plans for approval by the EVCP, approves interview short lists, conducts analyses of recruitment pool statistics, and monitors external outreach recruitment efforts. Where appropriate, the OFSAA serves as a resource to hiring departments seeking guidance for best recruiting practices.

The **Academic Senate** works in concert with the university administration, which is responsible for the finances and organization of the institution. The senate has a dual role of authority in the educational aspects of the university and advice to the administrators in the overall operation of the university.

B. The Recruitment

1. Planning and Adhering to Deadlines

In order to hire the best possible faculty members and non-senate academic appointees, it is important to begin recruitment early, to conduct the search and selection procedures efficiently, and to expedite the appointment process once the successful candidate has been identified.

Department Chairs (or designee) should work with their Dean (or designee) to establish academic hiring plans which meet the needs of the department, college/school, and campus.

Department Chairs then consult departmental faculty on developing position descriptions for potential hires. These are normally voted on by the faculty and forwarded to the Dean. (Applies to Guideline One searches only). Departments should establish realistic time lines for the process in order to adhere to recruitment and appointment deadlines.

- a. Recruitment Deadlines & Guidelines
 - 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.
 - When making an offer to a non-resident alien (i.e. not currently a US Citizen or a Permanent Resident), the department is strongly encouraged to consult with the International Scholar Center (ISC) at the time the offer is being considered to be assured that labor certificate processing deadlines are met.

For Library searches, the University Librarian (UL) works with the supervisor or Department Chair through the appropriate Assistant/Associate University Librarian to establish the hiring plan which meets the needs of the department/organization. The proposed position announcement is reviewed by the Librarians Association of the University of California-Riverside Division (LAUCR-R) Committee on Personnel before being approved by the University Librarian. [APM 510](#) does not apply to library recruitments. Assistant/Associate University Librarian and curator searches omit the LAUC-R step.

For Non-Senate searches, academic deadlines are established based on the college/school/organizational unit policies.

2. Allocation of Academic Positions

- a. Senate Academic Positions
 - Deans receive requests for faculty positions from the departments. Practice varies from one unit to another.
 - Deans approve positions based upon the department's academic plans. Deans request the authority to search for faculty positions from the EVCP. At this time, lines vacated by separated or retired faculty and/or new full-time equivalent (FTE) lines are negotiated with the EVCP.
 - Deans inform departments that they may begin the recruitment process for the specified position for the current academic year.
- b. Library Searches
 - University Librarian (UL) receives request for library academic positions from Department Heads via the appropriate Assistant/Associate University Librarian.
 - UL approves request based upon need/funding/open provisions if this is a replacement position. For new positions, the UL makes the request through the annual budget process.
 - Recruitment process begins.

- c. Non-Senate Academic Positions
 - Allocation of funding for non-senate appointment is determined by each Dean, according to established college/school procedures. (Refer to Guideline Two searches under [Affirmative Action Recruitment Guidelines for Academic Position](#))

3. Recruitment Plan Preparation & Submission

a. Senate Academic Positions

The proposed recruitment plan for each faculty position should be prepared in accordance with the campus [Affirmative Action Recruitment Guidelines for Academic Position](#) and submitted through the Dean, to the Office of Faculty and Staff Affirmative Action (OFSAA) and to the Vice Provost for Academic Personnel (VPAP) for review and approval. The Recruitment Plan must be approved before recruitment begins and cannot be altered after approval. Any revisions to the plan must be approved.

The recruitment plan should document how the committee will actively recruit women and under-represented racial and ethnic minority groups as well as veterans and individuals with disabilities.

The VPAP notifies the Department Chair, through the Dean, of the approval of the recruitment plan. No action may be initiated on faculty searches prior to approval of the recruitment plan.

b. Library Searches

The proposed recruitment plan for each library position should be prepared in accordance with the campus [Affirmative Action Recruitment Guidelines for Academic Position](#) and submitted through the University Librarian (UL), to the Office of Faculty and Staff Affirmative Action (OFSAA) and to the Vice Provost for Academic Personnel (VPAP) for review and approval. The recruitment plan includes a draft of the position announcement that will be used.

The recruitment plan should document where the committee will actively recruit under-represented racial and ethnic minority groups as well as veterans and individuals with disabilities.

The VPAP notifies the UL of the approval of the recruitment plan. No action may be initiated on library searches prior to approval of the recruitment plan. This approval of the VPAP also includes the ability to negotiate verbally with the finalist, prior to the submission of the appointment file.

c. Non-Senate Academic Positions

For each academic vacancy to be filled under Guideline Two, prepare and submit a Recruitment Plan through the Dean to OFSAA and to the VPAP for approval. The Recruitment Plan must be approved before recruitment begins and cannot be altered after approval. Any revisions to the plan must be approved. For more information, refer to Guideline Two procedures from [Affirmative Action Recruitment Guidelines for Academic Position](#) for Academic Positions as well as the Search and Search Waiver Requirements.

The recruitment plan should document how the committee will actively recruit women and under-represented racial and ethnic minority groups as well as veterans and individuals with disabilities.

4. Role of Search Committee and Role of the Department

Generally, the search committee is responsible for conducting the preliminary work of creating the pool and narrowing the candidates to a short list. Practice varies from one unit to another as to the specific role of the search committee in relation to the faculty as a whole. For example, some units have the search committee define the short list, solicit letters of recommendation, etc. whereas in others the faculty as a whole selects the short list from an initial screening by the search committee. Whatever the variation, there are two "absolutes" that must be respected:

- Each unit must maintain a consistent practice from one search to another in the same academic year.
- Whatever role the search committee plays in the process, faculty voting rights on the appointment of a faculty member must be maintained, as defined in [Bylaw 55](#). [Note: This does not apply to non-senate academic searches.]

For Library searches, the search committee is responsible for conducting the preliminary work of creating the pool and narrowing the candidates to a short list. The search committee defines the short list and solicits letters of recommendation.

Additional Search Committee Guidelines

a. Search Committee Initial Set-up by Department Chair (or designee)

- Committee should have 3 to 7 members
- An effort should be made to provide a gender/racial balance to the committee perhaps by using faculty from other departments or colleges in the discipline.
- Designate one member the Affirmative Action Compliance Officer and one member the Committee Chair. Both roles may not be served by a single committee member and neither by the department chair.
- Request approval for search committee from Dean (or designee). This process may vary by College/School. Some Colleges require prior approval of the Search Committee. Other Colleges may approve the committee make up when the Search Plan is submitted via the Dean to OFSAA and the VPAP for approval.

b. Committee Responsibilities

- Ensure equal employment opportunity and non-discrimination
- Be aware of job-related criteria relevant to the position
- Adhere to the evaluation criteria stated in the position description
- Develop a means to evaluate candidates according to job related criteria and standards, without regard to stereotypes or presumptions regarding ability or disability

c. Affirmative Action Compliance Officer Responsibilities

- Ensure that files are complete before being opened to the search committee for review, if at all possible, and definitely before voting on a short list. For Library searches, completeness of each file is determined before the applicant is notified of that fact. In the notification, the EEO survey link is provided.
- Enable members of under-represented groups to learn of and apply for the position.
- Contact the Office of Faculty and Staff Affirmative Action (OFSAA) for resource assistance.
- Contact appropriate organizations for under-represented groups that should be notified of vacancies in the field.
- Notify all individuals who may be able to refer members of under-represented groups for the position.
- Once the short list has been defined, complete and submit an Affirmative Action Compliance Report and the Faculty Recruitment Program Assessment Form to OFSAA.

d. Chair Responsibilities

- Ensure appropriate policies and processes are followed
- Ensure appropriate individuals are informed, consulted, and appropriate approvals are received.
- Ensure appropriate follow-up is performed to complete the recruitment and selection process.

5. Job Announcement and Advertisement

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

These are the requirements on language for the job announcement and 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 [Note: This does not apply to library searches and certain non-senate academic searches.]
- statement that salary is commensurate with education and experience
- name/title and address to direct pertinent application materials, such as curriculum vita; placement file including letters from referees/references; samples of research work; etc. [Note: This does not apply to library searches.]
- for library searches, include a letter discussing interest and relevant experience, a current resume/curriculum vita, and contact information for at least three professional references.
- due date for final application, initial application review and application changes
- equal opportunity/affirmative action employer statement

Recruitment period must last at least four (4) weeks; however, eight (8) weeks is recommended. (from the date the initial announcement was mailed/posted online until the deadline for receipt of applications). The recruitment period must include at least a 4-week period following the first appearance of the advertisement in a professional journal or society newsletter. At least one "paper" ad must be placed in order to conform to visa policy procedures.

For applicable non-senate academic searches, refer to Guideline Two procedures from [Affirmative Action Recruitment Guidelines for Academic Position](#).

6. Forming the Pool

During the recruitment process, it is important for Deans, Department Chairs, and Search Committees to expand their efforts to attract a wide diversity of candidates into the recruitment pool. To assist in this process, OFSAA has a variety of resources that may be useful in identifying potential candidates and expanding the pool of qualified applicants. Search committee chairs and those responsible for monitoring affirmative action are encouraged to use these resources during the search process. For more information refer to: [Best Practices - Diverse Applicant Pool for Academics](#) or contact OFSAA at affirmativeaction@ucr.edu.

7. References and Extramural Evaluations

It is strongly recommended that Departments maintain a written description of their process for identifying individuals who should be solicited. To ensure a fair process, it is important that departments document their review practices, including the process for identifying external reviewers and what materials are to be sent to them.

Each reviewer should be explicitly advised of the rank being recommended and of the University's criteria and expectations for the proposed level. See Section IV for letter templates.

[University of California Confidentiality Policy](#) must be communicated in writing to all letter writers (solicited and unsolicited).

Series	Number of Letters	List
Assistant Professor	3-5	All Referee Names are provided by the Candidate
Associate Professor and Full Professor	6-12	At least half from Department's List
Assistant Professional Researchers*	3-5	All Referee Names are provided by the Candidate
Associate and Full Professional Researchers*	6-12	At least half from Department's List
Assistant/Associate/ Specialists*	3	Referee names or reference letters (non-confidential, non-solicited) are provided by the Candidate. The practice may vary by department/college/school; requirements must be confirmed with the Dean's office or designee. If letter is solicited (confidential), UC's Confidentiality Policy must be included.
Project Scientists*		
Academic Coordinators*		
Academic Administrators*		
Lecturers		

For senate searches, department solicits letters from the names provided by the candidates for candidates on the short list if the search is for associate and full professor ranks. The timing may vary by department/college. Some departments may opt to solicit letters only after the candidate has been interviewed and is seriously being considered for appointment. Letters should be requested from 3-6 referees suggested by the candidate, and from 3-6 referees suggested by the department and/or Chair; the list of referees should be adequately balanced between the candidate's suggestions and those of his/her colleagues. In suggesting referees, it is desirable to include not only the best qualified persons in the field or subdiscipline but also some not closely affiliated with the candidate or his/her work. For assistant professor level searches, typically 3-5 letters are requested at time of application. The deadline for receipt of solicited references should be set for all searches.

Tenured appointments

Solicited letters of reference must be from highly qualified persons possessing both disciplinary expertise and established reputations. Avoid seeking too many referees having close (i.e. major professor, departmental colleague, long-term research collaborator) associations with the candidate. Inclusion of some references from individuals familiar with the UC system can be useful. Letters of reference should be appropriate to the rank recommended for an appointment.

Non-tenured appointments

Extramural letters in the application file should come forward with the appointment file.

*For non-senate searches, extramural evaluation can vary by series and requirements must be confirmed with the Dean's office or designee.

8. Selection Process

The selection process typically involves several stages: identifying candidates that do not meet the requirements, identifying candidates that meet the requirements and selecting a pool of 8-10 with the best qualifications, identifying a small number (typically 3-5) for interview, and selecting the

best candidate to hire. For senate faculty, departmental voting and Dean's approval practice varies from one unit to another. Although practices may vary, the faculty voting rights on faculty appointments as defined in [Bylaw 55](#) must be maintained.

Candidates that do not meet the requirements – candidates' qualifications must be measured against criteria that have been established for the position. It is important to use the most objective criteria possible and to retain notes on the decision process. These records must be kept for at least three years.

Narrowing to the short list – at this stage the candidates' areas of expertise are evaluated against the department's needs, extramural letters are carefully examined, and so on. It is important to use the most objective criteria possible and to retain notes on the decision process. These records must be kept for at least three years.

Off-campus interviews, such as those at a convention, should only be used to screen candidates and not as a substitute for on-campus interviewing. Pre-approval of the list of applicants to be interviewed off-campus for the purpose of pre-screening is not required by OFSAA. The short list must be reviewed and approved by OFSAA. An Affirmative Action Compliance Report should be completed and approval requested from OFSAA before candidates are invited for campus visits.

9. Campus Visit

In the interest of fairness, each interview visit should be similar in structure and schedule. The search committee typically takes an active part in the design and planning of each visit. Departmental practice varies somewhat, but typically the schedule includes interviews with the search committee as well as with individual faculty members, and a seminar or colloquium presentation. For maximum visibility and sharing of collegial information, all colloquia presented by prospective candidates should be announced via campus [Scotmail](#) on the Colloquia list. The Dean or designee meets with each candidate.

Enhance the formal interview process by including a campus tour or social events. The candidate can also meet with other units outside the department, including but not limited to: Vice Chancellor for Research, Benefits Office, International Scholar Center and Directors of Centers/Institutes.

Information on the University's Faculty Home Loan program (<http://www.ucop.edu/loan-programs/>) should be shared with the candidates. It is also beneficial to the candidate to receive an information packet prior to the visit, containing information not only about the hiring unit but also about the college or school, about UCR, and about the Riverside region.

Some colleges/schools require that the short list be approved by the Dean before inviting candidates to campus. Consult with the appropriate Dean's office for clarification.

For Library searches, once the short list has been approved by OFSAA, the search committee drafts an interview schedule for the UL's review/approval. The search committee takes an active part in the design and planning of each visit. Typically the interview schedule includes interviews with the search committee as well as with relevant departments, librarians, and the Librarians Association of UC – Riverside Division (LAUC-R), and a presentation or instruction session. For maximum visibility and sharing of collegial information, all presentations by prospective candidates are announced via email to all library employees. The UL meets with each candidate. Usually a library/campus tour is included in the schedule.

Candidates are provided an informational electronic packet which includes interview schedule, travel & hotel confirmations, UC, City of Riverside and surrounding Inland Empire, UCR libraries, LAUC-R, APM, housing benefits and retirement information.

10. Final Selection

The final selection process begins only after the last candidate's visit is completed. The unit should have procedures to receive input from those with whom the candidates have met during the visit. Units differ in the role that the search committee plays in the process of narrowing the selection to a final choice. **Although practices may vary, the faculty voting rights on faculty appointments as defined in [Bylaw 55](#) must be maintained.** There must be a yes/no vote on the selected candidate. It is permissible for the faculty to select one or more backup candidates from the interviewed group in the event that the first choice declines the position. Again, there must be a yes/no vote on any backup candidate(s). The Dean (or designee) is contacted by the Chair (or designee) who seeks approval to contact the top candidate for the position.

For Library searches, the final selection process begins only after the last candidate's visit is completed. The search committee uses a standard evaluation sheet developed prior to the interviews to receive input from those who have met with the candidates during the visit. The search committee will check references and prepare an unranked list of the finalists with pros and cons. A packet is prepared for the UL with the unranked or ranked list of finalists, as requested by the UL at the beginning of the search, data and tabulations from the evaluation sheets, and the corresponding applicant files. The UL reviews the packet and makes a decision to make an offer.

Communication with candidates for non-senate academic positions can vary and requirements must be confirmed with the Dean's office or designee.

Interaction with Selected Candidate

The candidate should be notified by the Department Chair (or designee) that s/he has been selected as the candidate of choice and is being recommended for appointment. Nothing binding may be communicated to the candidate either verbally or in writing prior to the Chancellor's approval. For delegated actions, nothing binding may be communicated to the candidate either verbally or in writing prior to the designee's final approval.

Any negotiations with the candidate can begin only after a positive vote from the faculty (or designee) and approval of the Dean (or designee). For Assistant Professor appointments this may be the formal vote on the complete appointment file. For Associate or Full Professor appointments this is not the formal vote on the complete appointment file, but only a vote of support from the faculty to enter into negotiations with the candidate. **Although practices may vary, the faculty voting rights on faculty appointments as defined in [Bylaw 55](#) must be maintained.**

The Department Chair (or designee) should communicate with the candidate outlining the specifics of the department's recommendation, including details about the initial complement package as negotiated with the Dean (or designee). Any unusual salary or incentive issues should be discussed by the Dean [or equivalent] with the Executive Vice Chancellor and Provost before being offered to the candidate. See Section IV for an initial complement letter template and appointment letter template for delegated actions.

For Library searches, the UL or his/her designee, will notify the candidate that s/he has been selected as the candidate of choice and is being recommended for appointment. Nothing binding may be communicated to the candidate either verbally or in writing prior to the VPAP's final approval. The UL or his/her designee will write to the candidate outlining the specifics of the

department's recommendation. Any unusual salary or incentive issues should be discussed by the UL with the Executive Vice Chancellor and Provost before being offered to the candidate.

Initial Complement Guidelines

The initial complement agreement has to be worked out between the Department Chair (or designee) and the Dean (or designee), after the Department Chair (or designee) has a discussion with the candidate about their research needs and teaching interests. There are rules governing the initial complement levels that vary between colleges/schools, and the Dean (or designee) holds these resources. There may be additional funding support available for diversity initial complement packages for appointments; consult with your Dean (or designee) as appropriate.

Senate Academic Positions

For Assistant Professor Steps IV and Above:

The practice varies, but some Colleges require the Department Chair to draft a tentative offer and sends it to the Dean. In this case, the Dean finalizes the formal tentative offer letter, signs it and sends it electronically to the Academic Personnel Office for approval before sending it to the candidate. In other colleges the Dean drafts the tentative offer after the complement agreement has been worked out between the Department Chair (or designee) and communicated to the Dean. This letter must include standardized language for tentative offer letters (see Section IV for templates).

The practice varies, but some Colleges require that the candidate sign off on the tentative offer. In all cases, the candidate should agree at least verbally to the tentative conditions of employment before an appointment file leaves the department.

In the case of a senior appointment, agreement to terms is typically obtained before a complete and balanced set of extramural letters are solicited for the file. Once the extramural letters come in, the appointment file is prepared at the department level.

Interaction with Non-Selected Candidates

Candidates who were not on the interview list must receive a communication indicating that they are no longer under consideration. If a back-up candidate has been selected and voted upon, that person should be apprised of the situation with respect to the first-choice candidate and of the probable timetable for resolution.

Communication with non-selected candidates may vary and requirements must be confirmed with the Dean's office or designee.

See Section IV for policy on access to records for academic positions.

C. The Appointment File

Chairs and departments (or equivalent) are charged to assemble a detailed file and conduct a thorough review of all materials, including the candidate's research publications and letters received from extramural referees prior to negotiations with the candidate.

1. Appointment File Process

Senate Academic Positions

The Department Chair is responsible for preparing the faculty appointment file in accordance with campus appointment file requirements (see checklist under Section IV) and system-wide policy in [APM 210](#).

The Department Chair's responsibilities during departmental review are outlined in [APM 220-80-e](#). When the appointment file is complete (in some departments/colleges this process takes place when the department initially votes to enter into negotiations with the candidate), the Department Chair convenes a meeting of departmental faculty, ensuring compliance with [Bylaw 55](#). In order to remain competitive, the appointment file shall be made a priority item.

Review Agents

Rank	Step	Dept	Dean	CAP	Senate Ad Hoc Committee	VPAP	EVCP	Chancellor
Assistant Professor	I-III	✓	✓	*N/A	*N/A	N/A	N/A	N/A
Assistant Professor	IV-VI	✓	✓	✓	Optional	✓	✓	✓
Associate Professor	I-V	✓	✓	✓	Optional	✓	✓	✓
Professor	I-IX	✓	✓	✓	Optional	✓	✓	✓
Professor	Above Scale	✓	✓	✓	Optional	✓	✓	✓

* The Committee on Academic Personnel (CAP) waived its right of review and use of ad hoc committees; however the Committee may opt to reinstate its participation in the review of Assistant I-III appointments at the conclusion of any given academic year.

Library Searches

The University Librarian is responsible for preparing the appointment file in accordance with AP Documentation Checklist. For the contents of the appointment file refer to Section IV under Appointment File Checklists.

Non-Senate Academic Positions

Appointment files for non-senate appointees must follow the established procedures for each College/School.

2. Appointment File Requirements

Senate Academic Positions

Department Chair ensures that the file addresses the review criteria upon which the candidate will be evaluated. The review criteria for appointment files is the same as that for merit and promotion reviews for ladder rank faculty, as outlined in [The CALL Section II-A-4](#) and in [APM 210](#).

It is critical that the Department Chair review the reference letters for the candidate to ensure that more letters are not necessary.

See Section IV for Appointment File Checklist.

Library Searches

See Section IV for Appointment File Checklist.

Non-Senate Academic Positions

Appointment files for non-senate appointees must follow the established procedures for each College/School. See Section IV for Appointment File Checklist.

D. The Appointment

Senate Academic Positions

Acting under authority delegated by the Regents and the President of the University of California, the Chancellor has the authority to approve all tenured and non-tenured faculty appointments. Refer to the [Delegation of Authority Chart](#) for actions that have been re-delegated to the Dean.

For appointments that are approved by the Chancellor, the notification of appointment decision is provided to the Deans' offices immediately by the Academic Personnel Office (APO). Appointment letters are prepared by APO and mailed directly to the candidate with a copy provided to the appropriate Dean(s), Department Chair(s), OFSAA, Academic Senate, Office of Real Estate Services and ISC. Candidates are requested to accept the appointment by signing a copy of the appointment letter and returning the signed copy to APO. Upon receipt of the signed acceptance letter, APO provides the Dean(s) and Department Chair(s). This signed acceptance letter permits the departmental payroll officer to process the appointment in the Payroll Personnel System (PPS). Signed acceptance letters are also provided to the offices of the Academic Senate, Affirmative Action, International Scholar Center, and Real Estate Services.

For appointments that are approved by the Dean, the notification of appointment decision is provided to the department offices immediately by the Dean's office. Appointment letters are prepared by the Dean's office and mailed directly to the candidate with a copy to the Department Chair and APO. Candidates are requested to accept the appointment by signing a copy of the appointment letter and returning the signed copy to appropriate Department chair(s). Upon receipt of the signed acceptance letter, Dean's analyst provides APO and the Academic Senate with a signed copy. This signed acceptance letter permits the departmental payroll officer to process the appointment in the Payroll Personnel System (PPS) and the Academic Senate to make the appointee eligible for Senate rights and privileges. The original appointment file, original signed accepted formal offer letter, and other documents required should be sent to APO no later than four weeks after the offer has been accepted. An annual post audit of appointments will be done in consultation with the Committee on Academic Personnel (CAP).

Department Chairs should communicate to all new faculty their date of hire and explain the relationship between their service period and pay period.

Library Searches

The VPAP has the authority to approve appointments. Refer to the [Delegation of Authority Chart](#) for actions that have been re-delegated to the UL.

For appointments that are approved by VPAP, the notification of appointment decision is provided to the UL's office immediately by the Academic Personnel Office (APO). Appointment letters are prepared by APO and mailed directly to the candidate with a copy provided to the UL. Candidates are requested to accept the appointment by signing a copy of the appointment letter and returning the signed copy to APO. Upon receipt of the signed acceptance letter, APO provides the UL with a signed copy. This signed acceptance letter permits the departmental payroll officer to process the appointment in the Payroll Personnel System (PPS). Signed acceptance letters are also provided to the office of the Resource Planning & Budget, and Affirmative Action.

Non-Senate Academic Positions

The Dean has the authority to approve all non-senate appointments. Refer to the [Delegation of Authority Chart](#) for actions that have been re-delegated to the Dean.

The notification of appointment decision is provided to the department offices immediately by the Dean's office. Appointment letters are prepared by the Dean's office. In some Colleges the appointment letters are returned to the Department to mail to the candidate, in other colleges the appointment letters are mailed directly to the candidate with a copy to the Department Chair and APO. Candidates are requested to accept the appointment by signing a copy of the appointment letter and returning the signed copy to appropriate Department Chair(s). Upon receipt of the signed acceptance letter, Dean's analyst provides the AP Office with a signed copy. This signed acceptance letter permits the departmental payroll officer to process the appointment in the Payroll Personnel System (PPS).

Notification of appointment may vary and requirements must be confirmed with the Dean's office or designee.

IV. UC Riverside Academic Recruitment Tools

A. Additional Academic Recruitment Policies

- 1) [Access to Records, APM 160](#)
- 2) [Affirmative Action and Non-Discrimination in Employment, APM 035](#)
- 3) [Confidentiality Policy on Letters of Evaluation](#)
- 4) [Delegated Appointments for Assistant Professors](#)
- 5) [Endowed Chairs and Professorships, APM 191](#)
- 6) [Faculty Recruitment Allowance Program, APM 190-e](#)
- 7) [Off-Scale Policy](#)
- 8) [Intercampus Transfers APM 510](#)
- 9) [Librarian Contract](#)
- 10) [Removal/Moving Expense for Academic Positions, Campus Policy #650-31](#)
- 11) [Review and Appraisal Committees, APM 210](#)
- 12) [Service Period and Pay Period for Academic Year Appointees](#)
- 13) [University Professor, APM 260](#)

C. Other Appointment Types

- 1) [Administrative Appointments](#)
- 2) Eminent Scholar (contact the Dean's office or designee)
- 3) [Endowed Chair/Professorship](#)
- 4) [Professor of the Graduate Division](#)
- 5) [Target of Excellence](#)

D. Academic Recruitment Checklists (note: for Non-Senate checklists, contact the Dean's office or designee)

- 1) [Checklist for Assistant Professor I-III Appointments](#)
- 2) [Checklist for Assistant Professor IV and Above](#)
- 3) Checklist of Steps in the Recruitment and Appointment Process
- 4) Search Committee Checklist
- 5) Librarian (AUL, Curator) Appointment File Checklist

E. Academic Recruitment Templates

- 1) [Appointment Letter for Assistant Professor I-III](#)
- 2) [Appointment Letter for Assistant Professor IV and above](#)
- 3) Initial Complement Letter
- 4) [Sample Solicitation Letter for Assistant, Associate, Full and Distinguished Professor](#)

F. International Scholar Center Information

1. [Immigration Service Policy for Academic Appointments](#)
2. [Special Handling Labor Certification](#)
3. [Outstanding Professor/Researcher Immigrant Position](#)
4. [Program Electronic Review Management \(PERM\) Labor Certification](#)

V. Contact Information

Academic Personnel Office (APO)

381 Surge Building

(951) 827-2933

Email: academicpersonnel@ucr.edu

Website: <http://academicpersonnel.ucr.edu/>

Academic Senate Office

231 University Office Building

(951) 827-6154

Email: senate@ucr.edu

Website: <http://senate.ucr.edu/>

Bourns College of Engineering (BCOE)

446 Winston Chung Hall

(951) 827-5190

Email: collegeinfo@engr.ucr.edu

Website: <http://www.engr.ucr.edu/>

College of Humanities, Arts and Social Sciences (CHASS)

3413 Humanities & Social Sciences Building

(951) 827-3572

Website: <http://chass.ucr.edu/>

College of Natural and Agricultural Sciences (CNAS)

College Building North, Floors 2 & 3

(951) 827-6555

Website: <http://cnas.ucr.edu/>

Graduate School of Education (GSOE)

1207 Sproul Hall

(951) 827-5225

Email: robert.wolfer@ucr.edu

Website: <http://education.ucr.edu/>

International Scholar Center (ISC)

381 Surge Building

(951) 827-6184

Email: isc@ucr.edu

Website: <http://internationalscholars.ucr.edu/>

Office of Faculty and Staff Affirmative Action (OFSAA)

339 Surge Building

(951) 827-5604

Email: affirmativeaction@ucr.edu

Website: <http://affirmativeaction.ucr.edu/>

School of Business Administration (SoBA)

Anderson Hall

(951) 827-6329

Email: agsmdean@ucr.edu

Website: <http://soba.ucr.edu/>

School of Medicine (SOM)

2608 School of Medicine Education Building

(951) 827-4568

Email: medschool@ucr.edu

Website: <http://medschool.ucr.edu/>

University Extension (UNEX)

Yvonne Michel

Human Resources Manager

1200 University Ave

Riverside, CA 92507

(951) 827-1640

Email: ymichel@ucx.ucr.edu

Website: <http://www.extension.ucr.edu/>

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900 University Ave.

Riverside, CA 92521

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Riverside, CA 92517-5900

Vicki Austin, Library Personnel

(951) 827-4615

David Rios, Director of Library Personnel

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Website: <http://library.ucr.edu/>