



Best Practices in Hiring

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Vice Provost for Academic Personnel

2019-20 Guide

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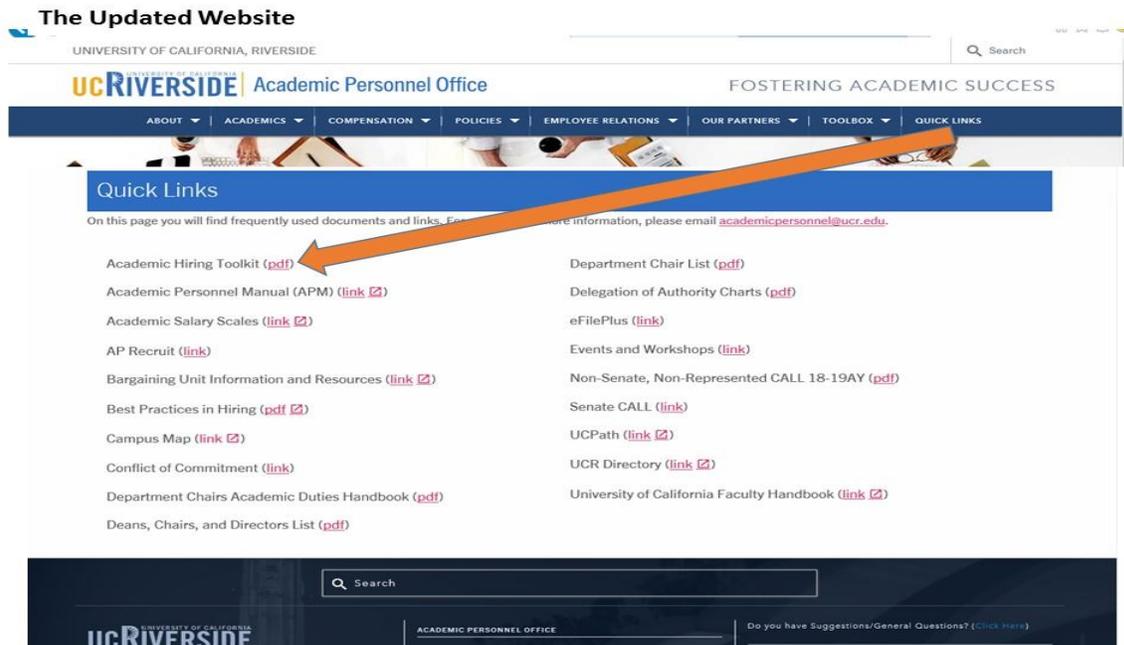
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The Hiring Toolkit Covers

I. Academic Employment Policies and Procedures

- A. UC Academic Personnel Manual
- B. The CALL
- C. UC Affirmative Action Guidelines for Recruitment and Retention of Academics
- D. UC Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment
- E. UCR Affirmative Action Recruitment Guidelines for Academic Position
- F. UCR Academic Recruitments Search and Search Waiver Requirements
- G. Academic Senate Bylaw 55
- H. UCR Delegation of Authority Chart
- I. AP Recruit
- J. eFile
- K. UC Family Friendly Practices and Policies
- L. UC Diversity Statement and UCR Principles of Community
- M. UC Smoke an & Tobacco Free Policy and UCR Smoke and & Tobacco Free Policy

II. General Principles

- A. Quality
- B. Equal Employment Opportunity/Affirmative Action
- C. Immigration and Right to Employment
- D. Recordkeeping and Confidentiality
- E. Access to Academic Personnel Records
- F. Conflict of Interest
- G. Overqualified Candidates

III. Academic Recruitment Process

- A. Role of the Vice Provost for Academic Personnel (VPAP), Equal Employment and Affirmative Action (EE&AA) and Academic Senate
- B. The Recruitment
 - 1) Planning and Adhering to Deadlines
 - 2) Allocation of Academic Positions
 - 3) Recruitment Plan Preparation & Submission
 - 4) Role of Search Committee and Role of the Department
 - 5) Job Announcement and Advertisement
 - 6) Forming the Pool
 - 7) References and Extramural Evaluation
 - 8) Selection Process
 - 9) Inappropriate Interview Questions
 - 10) Campus Visit
 - 11) Final Selection
- C. The Appointment File
 - 1) Appointment File Process
 - 2) Appointment File Requirements
- D. The Appointment
 - 1) Notification of the Appointment

IV. Additional Academic Recruitment Procedures

- A. Procedures for College-Wide Searches
- B. Procedures for Campus-Wide Searches – External
- C. Procedures for Campus-Wide Searches – Internal
- D. Procedures for Joint Appointments
- E. Cluster Hiring

V. UC Riverside Academic Recruitment Tools

A. Additional Academic Recruitment Policies

- 1) Academic Personnel Definitions 25
- 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

B. Other Appointment Types

- 1) Administrative Appointments
- 2) Eminent Scholar
- 3) Endowed Chair/Professorship
- 4) Professor of the Graduate Division
- 5) Target of Excellence

C. AP Recruit Resources

D. Academic Recruitment Checklists

- 1) Checklist for Assistant Professor I-III Appointments
- 2) Checklist for Assistant Professor IV and Above
- 3) Checklist for Lecturers & Senior Lecturers with SOE or PSOE
- 4) Checklist of Steps in the Academic Recruitment Process
- 5) Search Committee Checklist
- 6) 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) Appointment Letter for Lecturers & Senior Lecturers with SOE or PSOE
- 4) Appointment Letter for Other Senate & Non Senate Titles
- 5) Appointment Letter for the Library Searches
- 6) Initial Complement Letter for Professorial Series
- 7) Sample Solicitation Letter for Professorial Series
- 8) Sample Solicitation Letter for Other Senate & Non Senate Titles
- 9) Sample Solicitation Letter for Library Searches
- 10) Start-Up (formerly Initial Complement) Letter
- 11) Sample Solicitation Letter for Assistant, Associate, Full & Distinguished Professor
- 12) Sample Solicitation Letter for Other Senate & Non Senate Titles
- 13) Sample Conflict of Interest Notification

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

VI. Contact Information

The Search Committee

(process covered in more detail in the Hiring Toolkit)

- 1) Choose faculty **enthusiastic** to hire in the area of research, whether or not they are in that area of research



- 2) Choose enthusiastic faculty. Enthusiasm is infectious and attractive to candidates
- 3) Include faculty outside the area of research- they are more likely to look at qualifications without biases derived from academic pedigrees
- 4) Remember that in most searches young faculty are going to have to live with whomever is chosen for a long time and so make sure they are included in the search committee
- 5) Create other kinds of diversity within the committee so that there will be broader discussion of “hot” new areas, interdisciplinary areas, and areas of particular interest to UCR and its mission
- 6) Use diversity (meant in all ways) in the committee so that the knowledge base of ways to broaden the applicant pool is increased
- 7) **Do not automatically assign** the most junior member, particularly if they are the only woman or only faculty member from an underrepresented group, to be the affirmative action compliance officer. Diversity work is everyone’s work! The person who is the official AACO should be someone with the confidence and standing to redirect discussion and insist on proper behavior

Selection Criteria in Search Plan

- 1) Think about these **VERY** carefully when putting the search plan together
- 2) These and only these may be used to discriminate among applicants
- 3) Make sure you think ahead to ensure that adherence to the criteria would cover all those whom you may want to consider. E.g. if a PhD in another field might be acceptable
- 4) Decide how you will use the Diversity Statement. **One excellent way** would be to screen first by Diversity statement and only if the file passes a minimum in this regard, does the committee go on to examine other qualifications



The Advertisement

(see hiring toolkit for required language)

- 1) Broaden the research area whenever possible since this increases the pool, allows for new areas you may not have foreseen, allows for applicants with less traditional backgrounds (Opens possibilities)

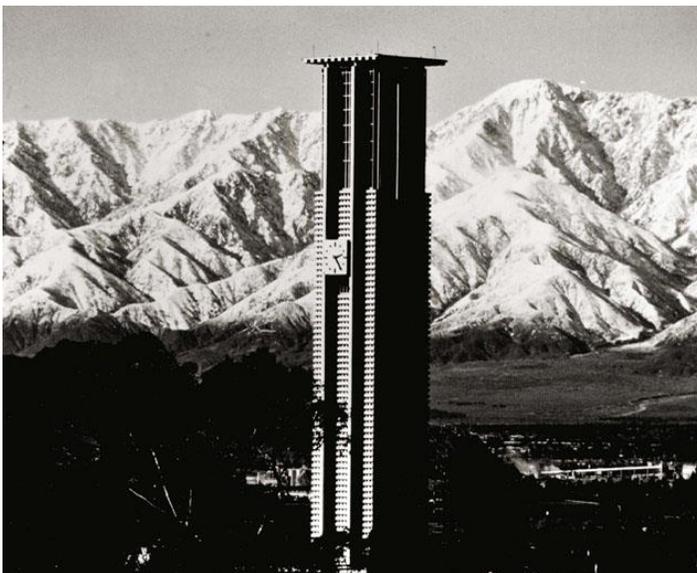
- 2) Ask yourself “What makes UCR attractive?”
Advertise! Use attractive phrases e.g. :-
“Will join a dynamic group with focus on...”
“Complementary strengths on campus include ...”
“State of the art facilities in”
“Beautiful campus nestled in the foothills...”

Quotes from advertisements from some departments

“The University of California, Riverside is situated in an historic citrus growing area surrounded by mountain ranges. Riverside is about an hour away from ski slopes, surfing, or hiking in mountain or desert environments, and housing in the area is very affordable” (many assume housing here is as expensive as LA, San Francisco or San Diego).

“The campus is also located in a prime position to take advantage of other universities, research institutes and biotech industries present in Southern California (collaboration possibilities and better for 2-career families)

“The campus boasts a fully-accredited child care facility and kindergarten”



Increasing the Pool of Applicants

The larger and more diverse the pool, the greater the chance of diversifying the faculty.

When building the pool, it is legal

- 1) to target particular individuals in person at meetings, by phone, by mail, etc.
- 2) to target groups of individuals affiliated with a particular organization or university (e.g. historically black universities)
- 3) to search for current or former Presidents or Chancellor's postdoctoral fellows. There is a hiring incentive whereby UCOP pays up to \$85,000 of the salary for 5 years. This applies to former PFPF/CPFP who have faculty positions at other universities. Search here for former fellows
<http://ppfp.ucop.edu/info/fellowship-recipient/fellows-2016/fellows-2016-name/index.html>
- 4) Advertise in widely-read as well as specialist journals, advertise in international journals and group-specific venues, use websites, use social media, send letters/emails to departments at other institutions



Networking, networking, networking!

Reviewing Applicant Files

Whatever selection criteria you choose must be consistently applied

A rubric helps to reduce both conscious and unconscious bias

The following image gives an example of a rubric. It would be up to the search committee to produce a rubric covering the selection criteria and to assign weight to each category. This really helps to reduce over-dependence on pedigree (which can discriminate against excellent candidates from less well-known institutions) rather than individual accomplishment, reduces dominance or intimidation in discussion, prevents the introduction of irrelevant criteria

Of course, all categories would be relative to stage of career.

	Excellent (5)	Good (4)	Neutral (3)	Fair (2)	Poor (1)	Unable to Judge	Percentage weight	Weight X value (1-5)
*Ex: Research productivity								
Ex: Relevance of training and past research to job description								
Ex: Potential/demonstrated ability to attract , work with and teach diverse students								
TOTAL								

Other examples of criteria include likelihood of collaborations in department/on campus, current grants or likelihood of future funding, number and placement of publications etc. etc.

Criteria in the rubric have to be a part of selection criteria written in the Search Plan

The First Interview

What are best practices for making an interviewee feel comfortable and welcome?

- 1) Pick them up at the airport –it’s what a good host would do
- 2) Think about who takes them to breakfast, lunch and dinner and where (they are most often young and would likely appreciate ProAbition or somewhere else downtown over the quiet of Canyon Crest for dinner)
- 3) Think about who escorts them from meeting to meeting (friendly, chatty)
- 4) Entertainment in a home (reception or dinner) is inviting and sends the right message. If the committee members share this responsibility, it is not too onerous and also gives candidates an idea of the kind of house they could own in Riverside. Obviously, this may not be possible for all searches, but think about how to make the person feel very welcome – that is what is important! That said, make sure you treat all candidates the same.
- 5) Put them up at the Mission Inn whenever possible – it stands out as an interesting experience



- 6) Make sure you schedule enough time for them to walk between meetings with faculty so that the day is not too rushed and seems well-organized
- 7) Give the person some downtime before their seminar/s
- 8) Schedule meetings with core faculty personnel, where applicable
- 9) Ask ahead of time if there are any faculty with whom they would like to meet who may not be in the department (or part of cluster)

Suggested Materials to Provide to Candidates

Whatever is provided must be the same for all candidates. Remember, you are recruiting each interviewee, whether or not they end up being the candidate of choice!

- 1) Information about the department and research interests of the faculty, even though they can look this up and should have prior to the visit. Don't forget that the best candidates are interviewing elsewhere and this helps to remind them who was where. It also makes you look proud of your department!
- 2) Information about UCR such as research strengths and what is special in other areas e.g. the beauty of the campus, the terrific students, UCR's mission
- 3) Information about the structured UC academic personnel process- many from other universities find this reassuring since where they are, progression may be at the whim of the department chair
- 4) Information on housing in the area. While we cannot compete with Montana or North Dakota, housing is still affordable fairly close to campus
- 5) Information about childcare
- 6) Information about local schools
- 7) Information about other institutions of higher learning in the region (potentially useful for two-career candidates)
- 8) Contact information for help with partner employment PEO@UCR.EDU
- 9) Information on benefits
- 10) Diversity Brochure
- 11) The following pages, both as hard copy and part of a follow up email





City of Riverside Links

- City of Riverside: <http://www.riversideca.gov/>
- Explore Riverside: <http://exploreriverside.com/>
- This is Riverside video: <https://www.youtube.com/watch?v=3TrNooqBVmk>
- Riverside Metro Museum: <http://www.riversideca.gov/museum/>
- Riverside City Parks and Rec: http://www.riversideca.gov/park_rec/
- Farmers Markets: <http://www.riversideca.gov/arts/farmers-market.asp>
- Metrolink trains: <http://www.metrolinktrains.com/>
- Riverside Unified School District: <http://www.rusdlink.org/site/default.aspx?PageID=1>
- Riverside City Real Estate: http://www.realtor.com/realestateandhomes-search/Riverside_CA?pgsz=15

County of Riverside Cultural Links



- Riverside Live: <http://www.riversidelive.com/>
- Performance Riverside: <http://www.performanceriverside.org/>
- Fox Performing Arts Center: <http://www.box-officetickets.com/CA/Riverside/Fox-Performing-Arts-Center-Tickets?&mkwid=s|pclid|80159576177|pkw|fox%20performing%20arts%20center%20ticket%20riverside|pmt|b|pdv|c|&st-t=google&vt-k=fox%20performing%20arts%20center%20ticket%20riverside&gclid=CLSA1d6dncoCFQElaQod5oQN5w>
- Riverside Community Players: <http://riversidecommunityplayers.org/>
- Riverside Philharmonic: <http://www.thephilharmonic.org/>
- Culver Arts Center: <https://artsblock.ucr.edu/Page/culver-center-of-the-arts>

- Riverside Biking trails: <http://www.mapmyride.com/us/riverside-ca/>



- Santa Ana River Trail: <https://www.traillink.com/trail/santa-ana-river-trail.aspx>

County of Riverside Links

- Riverside County: <http://www.countyofriverside.us/>
- Riverside County Parks: <http://www.rivcoparks.org/>
- Santa Rosa Plateau: <http://www.rivcoparks.org/education/santa-rosa-plateau/santa-rosa-plateau/>
- Inland Pacific Ballet: <http://www.ipballet.org/index.php>

Other Related Links

- Irvine Ranch Conservancy: <http://irconservancy.org/about/ourteam.aspx>
- Joshua Tree National Park: <http://www.nps.gov/jotr/index.htm>



- Cleveland National Forest: <http://www.fs.usda.gov/cleveland/>
- Southern California Ski Resorts: <http://www.onthesnow.com/southern-california/ski-resorts.html>
- Professional Sports: https://en.wikipedia.org/wiki/Sports_in_Los_Angeles
- Sailing: <http://www.occsailing.com/>
- Hiking: <http://socalhiker.net/>

University of California Useful Links

- UC Mexus: <http://ucmexus.ucr.edu/>
- UC Research and Extension Center System: <http://recs.ucanr.edu/>
- UC Natural Reserve System: <http://www.ucnrs.org/>
- Lake Arrowhead Convention Center: <http://uclaconferencecenter.com/>
- UC Mortgage Origination Program (MOP): <http://www.ucop.edu/loan-programs/loan-programs/mortgage-origination-program.html>
- UC Employee Benefits: <http://ucnet.universityofcalifornia.edu/compensation-and-benefits/>

UCR Useful Links

- UCR Child Development Center: <http://cdc.ucr.edu/>
- Citrus Variety Collection: <http://www.citrusvariety.ucr.edu/>
- UCR Botanical Gardens: <http://gardens.ucr.edu/>



- UCR Diversity: <http://diversity.ucr.edu/>
- California Alliance for Minority Participation: <http://camp.ucr.edu/>
- Center for Ideas and Society: <http://ideasandsociety.ucr.edu/>
- Center for Conservation Biology: <http://ccb.ucr.edu/>
- California Agriculture and Food Enterprise: <http://cafe.ucr.edu/>
- Center for Invasive Species Research: <http://c isr.ucr.edu/>
- Center for Disease Vector Research: <http://cdvr.ucr.edu/>
- UCR Institute for Integrative Genome Biology-includes confocal microscopy, proteomics, genomics, flow cytometry: <http://genomics.ucr.edu/facility.html>
- UCR Analytical Chemistry Instrumentation Facility: <http://acif.ucr.edu/>
- UCR Bioinformatics Core Facility: <http://facility.bioinformatics.ucr.edu/>
- UCR Central Facility for Advanced Microscopy and Microanalysis: <http://cfamm.ucr.edu/>
- UCR Statistical Collaboratory: <http://collaboratory.ucr.edu/>
- UCR Stem Cell Core Facility: <http://stemcellcore.ucr.edu/>
- UCR GradEdge/Jump Start Program: <http://graduate.ucr.edu/alliance.html>
- UCR Graduate Division: <http://graduate.ucr.edu/>
- UCR Honors Program: <http://honors.ucr.edu/>
- UCR Library: <http://library.ucr.edu/>
- UCR Parking: <http://parking.ucr.edu/>

**Acknowledgement : Thanks to Rick Redak for helping to put this series of useful links together*

The Second Interview/Visit

This is when you are really in recruitment mode and want to do even better than the first time!

- 1) Ask for a list of faculty/administrators whom the candidate would particularly like to meet (potential collaborators or others at a similar stage of career or those they need to enlist to achieve their goals) if ideas have occurred to them after first visit or perhaps their schedule was too busy during the first visit
- 2) Arrange for a social event/s with department faculty
- 3) Arrange some time with a realtor to give them a tour of some neighborhoods/houses
- 4) Discuss start-up needs/space needs/salary expectations etc.
- 5) Discuss appointment process and expected time frame so they are prepared and don't worry
- 6) Discuss special issues, such as joint appointments, that may apply

