

ACADEMIC RECRUITMENT PROCEDURE

For Faculty and Other Academic Personnel

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I. INTRODUCTION AND APPLICATION

Recruiting and hiring faculty and other academic personnel is one of the most important things that UCR does. We do this by adhering to fair, clear processes designed to help us attract a broad pool of talented applicants and fairly select the top candidate among them. This Procedure is a user-friendly guide for search committees and other participants in an academic recruitment process. It includes UCR’s procedures and references to applicable policies, as well as tips for conducting a successful recruitment.

This Procedure applies to 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 (for permanent positions), and career or potential career appointments in the Librarian Series.

This Procedure also applies to temporary appointments for the following positions:

- Visiting Professor Series when the appointment is full-time for one year or more
- Librarians, when the appointment is full-time for one year or more
- Adjunct Professor Series
- Lecturers
- Professional Research Series when the initial appointment is for at least two years
- Specialists when the initial appointment is for at least two years
- Project Scientists when the initial appointment is for at least two years

This Procedure also covers other academic appointments as described in Section II, below.

II. OVERVIEW OF THE PROCESS AND GUIDELINES I, II, AND III RECRUITMENTS

The basic recruitment and hiring process is as follows:



Keystone Concept: Hiring processes involve checks-and-balances to help ensure that processes are fair and unbiased, and to allow stakeholder input on the important hiring decision.

For certain stages in the process, there are different requirements based on the type of position — Guidelines I, II, or III—for

- how long a position is posted,
- how/where it is advertised, and
- whether pooled recruitment is permitted.

Recruitment Guidelines I, II, and III:

	Guideline I Positions	Guideline II Positions	Guideline III Positions
Position Type	Career or permanent academic appointments: Professorial Professor-in-Residence Agronomist Specialist in Cooperative Extension Academic Coordinator/Administrator on a permanent basis Librarian – career/potential career	Long-term academic appointments: Visiting Professors ≥ 1 year full-time Temporary Librarians Adjunct Professors Lecturers Professional Researchers Specialists Project Scientists expected ≥ 2 years cumulative	Short-term academic appointments: Visiting Professor Series (<1 year) Postdoctoral Employees Project Scientist Series (<2 years) Professional Researcher Scientist Series (<2 years) Specialist Series (<2 years) University Extension Titles
Recruitment Period	At least 8 weeks total, including at least 30 calendar days after appearance in a professional/relevant journal or job site	At least 30 calendar days after appearance in a professional/relevant journal, newsletter, or online posting	At least 14 calendar days
Advertising Requirements	Must use multiple venues (universities/colleges, journals, newsletters, online resources, outreach). At least one national journal (e.g., Chronicle of Higher Education) is required for Dept. of Labor green card compliance	Must use at least one venue (universities/colleges, journals/newsletters, or online resources). National Journal is not explicitly required	Same as for Guideline II
Recruitment Area	Searches must be national or international in scope	Searches may be local or regional, depending on the position	Searches may be local or regional, depending on the position
Compliance Review	Recruitment Plan, Applicant Pool, and Search Report reviewed by OCR	Recruitment Plan, Applicant Pool, and Search Report reviewed by OCR	Recruitment Plan and Search Report reviewed by OCR
Pooled Recruitment	Not provided for	Not provided for	Allowed. Pooled Recruitment Search can remain open for up to 1 year and must be closed by October 1st or June 30th of each year.

III. GENERAL PRINCIPLES, ROLES, AND RESPONSIBILITIES

A. General Principles

1. Recordkeeping. Full documentation must be maintained for each search to satisfy the requirements of various agencies and OCR, which may post-audit any recruitment, particularly in the face of a complaint by any unsuccessful candidate. Recruitment records, including interview materials, must be retained for at least four years (See [UC Retention Schedule](#)). Recruitment records are defined as follows:

- a. Recruitment file in UCRecruit
- b. Long List
- c. Short List
- d. Written justification of the outcome for each candidate, specifically one or more of the following:
 - Interview Notes for each candidate from each search committee member;
 - Notes from faculty discussion regarding each candidate;
 - A completed rubric scoring each candidate on job-related skills and experience.
- e. Itinerary for each candidate interviewed.

Keystone Concept: It is a best practice to develop a rubric for each recruitment, where job requirements (e.g., skills, abilities, and experience) are listed, and to have each search committee member evaluate each candidate, typically numerically, based on their application and, if applicable, interview performance.

2. Confidentiality. The recruitment and appointment process is confidential, with information shared with those outside of the process (including members of the hiring department not on the committee) only on a need-to-know basis. 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.

3. Candidates' Access to Recruitment Records. Candidates have a right to access recruitment records about themselves that have been collected pursuant to a search in accordance with APM 160-20(c). This right of access applies to confidential (with redaction) and non-confidential documents in their academic personnel recruitment. Requested records may be withheld until the search or selection process is concluded.
 - For Senate searches, requests for search related records by candidate should be forwarded to the Academic Personnel Office (APO) by completing a [Request for Access to Records Form](#). APO will redact the information in accordance with University policy and provide a copy directly to the candidate making the request.
 - For Non Senate searches, requests for search related records by candidates should be forwarded to the Dean's Office by completing a [Request for Access to Records Form](#). The Dean's Office will redact the information in accordance with University policy and provide a copy directly to the candidate making the request.
4. Conflicts of Interest. All committee members are responsible and accountable for ensuring appropriate handling of real or apparent conflicts of interest.

Search Committees must discuss conflict of interest at their first meeting, and all members should sign that they adhere to the highest ethical standards, to following all laws related to equal opportunity, affirmative action, and non-discrimination, and to statement on conflict of interest.

The University's [Statement of Ethical Values](#) and [The Faculty Code of Conduct](#) requires that all members of the University community "take appropriate steps, including consultation if issues are unclear, to avoid both conflicts of interest and the appearance of such conflicts." Even if there is no technical violation of law or University policy, the appearance of a conflict of interest can create reputational risks for the individual and the institution.

Prohibitions on conflicts of interest help ensure equitable treatment of all candidates and prevent the appearance of bias or partiality in employment practices, including recruitment and selection. See, for example, [APM 520 Employment of Near Relatives](#).

A conflict of interest occurs 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 and selection process and outcome.

A conflict of interest exists whenever a search committee members' interests or activities have the potential - real, or perceived - of:

- Compromising the search committee members' judgment;
- Biasing the nature or direction of the recruitment and selection;
- Influencing the search committee member's decision or behavior; or
- Resulting in personal or a family member's gain or advancement at the expense of the University.

A conflict exists by virtue of a relationship that could result in an undue influence on the search committee members' professional judgment. One does not have to do anything improper to have a conflict of interest; it may be strictly situational.

In the event of a conflict of interest, the committee member with whom the conflict of interest exists must disclose the conflict to the search committee and to the Assistant Vice Provost for Academic Personnel (AVPAP via apomail@ucr.edu) in writing. The search committee and the AVPAP will determine if the committee member with whom the conflict exists should either:

- a) remove themselves from the search committee; or
- b) recuse themselves from deliberations related to the candidate with whom the conflict exists.

Disclosure of the conflict and the decision made to eliminate the conflict (removal or recusal) should be noted in UC Recruit. For additional guidance in effectively managing conflicts of interest, contact the Chief Compliance Office at ldo@ucr.edu.

5. **Nondiscrimination.** A fair hiring process designed to promote diversity and equity must begin with broad efforts to attract qualified candidates, must proceed with a careful selection process identifying the best qualified candidates, and must end with the successful hiring of the best available qualified academic appointee.

The University of California is an Equal Opportunity Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, protected veteran status, or other protected categories under state or federal law. It is the policy of the University of California to undertake affirmative action and anti-discrimination efforts, consistent with its obligations as a Federal and State contractor.

The University's Anti-Discrimination Policy also prohibits engaging in discrimination against or harassment of any person employed or seeking employment with UCR based on any identity protected by federal or state law. The University policy also prohibits retaliation against any employee or person seeking employment for bringing a complaint of discrimination or harassment pursuant to this policy. This policy applies to all employment practices (recruitment, selection, promotion, transfer, merit increase, salary, training and development, demotion, and separation).

What does it mean to be Nondiscriminatory?

Hiring (like all personnel decisions) is made without consideration of race or color, ethnicity or ancestry, gender/sex, religion, sexual orientation or gender identity or expression, national origin, disability, veteran status, or any other Protected Category.

B. Roles and Responsibilities.

The following positions and offices are involved in recruitment:

AP Staff: The Academic Personnel staff person providing administrative support for the recruitment. This may be a Department FAO, an AP professional, or a member of the relevant CFAO's or Dean's team. Reviews applicants to determine who meets the minimum qualifications. Assists the committee with UCRecruit tasks.

Compliance Liaison: A member of the search committee responsible for ensuring that all aspects of the recruitment process are fair, unbiased, and in compliance with campus policies, procedures, and UCR's commitment to equal employment.

Equity Advisor: Each College and School has one or more faculty designated as [Equity Advisors](#). These faculty provide training to search committee members and serve as a resource for committee members, supervisors, OCR, and Unit Heads in recruitment.

Final Approval Authority: The UCR Official authorized to approve a final hiring decision/appointment (Step 11). Generally, either the Dean or Designee, or the Provost and Executive Vice Chancellor. See [Appointments & Reappointments Authority Chart](#).

Office of Civil Rights (OCR) 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 OCR reviews and routes search plans for further approval, conducts analyses of recruitment pool statistics, and monitors external outreach recruitment efforts. OCR also addresses complaints and concerns regarding bias and discrimination in recruitment, and may audit individual recruitments for compliance, including records retention.

Search Committee Chair ensures that the position announcement and recruitment plan are developed appropriately, ensures compliance with legal requirements and University policies, and establishes the ground rules governing the Search Committee's work (job advertisement & recruitment strategy, evaluation criteria, conflict of interest discussion with search committee members). During the search, the Search Committee Chair manages the work of the committee, ensuring the appropriate communication flow, review, and selection process, as well as addressing conflict-of-interest issues and ensuring adherence to guidelines. The Search Committee Chair ensured that the committee creates a long list and short list and that complete documentation of the search process is kept and uploaded in the UC Recruit (interview materials, written justification of the interview outcome for each candidate, interview itineraries, etc.).

Supervisor is the Department Chair, for faculty and lecturer positions, and typically the immediate supervisor for other positions. A more senior supervisor (second- or even third-level) may fill the role of supervisor, at the discretion of the hiring department/unit.

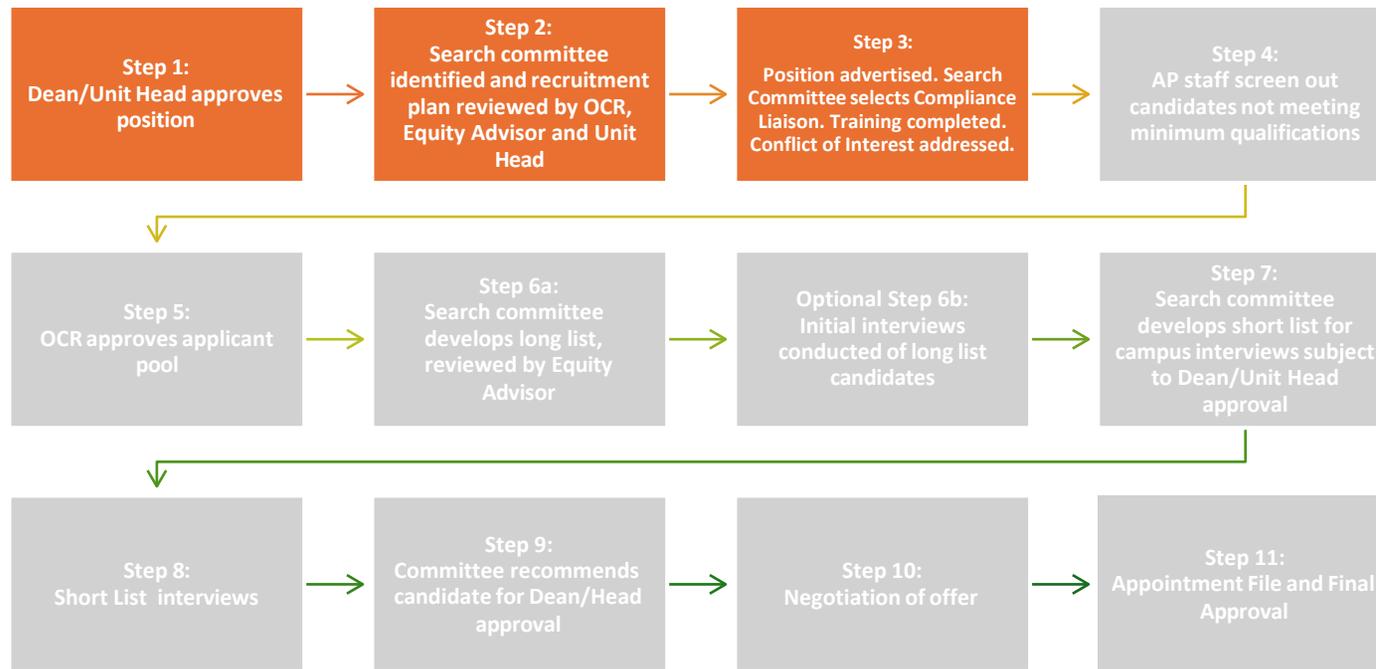
Unit Head ensures that search committee members, hiring officials, and others involved in recruitment and hiring are trained and familiar with relevant policies and procedures. They approve positions, authorize recruitments, and approve short lists and offers:

- For faculty recruitments, the Dean or designee.
- For Library positions, the Librarian or designee.
- For all other academic position recruitments, the relevant Vice Chancellor, Dean, or other budgetary unit head/administrator.

Vice Provost for Academic Personnel (VPAP) and the Academic Personnel Office (APO) is designated by the Chancellor and the Provost and Executive Vice Chancellor (PEVC) 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 Chancellor's designee via the Academic Personnel Office (APO). Refer to the [Delegation of Authority](#) chart for information on the final authority on academic review actions.

For UCRecruit Approval Workflow, refer to the UCRecruit materials on [APO website](#).

IV. RECRUITMENT PLANNING: STEPS 1-3



Step 1: Creating a Position or Obtaining Approval to Recruit for a Vacant Position.

The first step in recruitment is obtaining approval from the Unit Head (typically, the Dean) for the position and the recruitment, as well as the budgeted compensation range. People involved: Supervisor, AP Staff, and Unit Head.

- For faculty positions, the Department Chair consults with departmental faculty to develop the job description. If this is a recruitment to fill a vacant position, the Supervisor reviews the job description and updates it as appropriate.
- If the recruitment is for a new position, the Supervisor and the AP Staff member shall develop a job description.
 - For faculty positions, the Department Chair consults with departmental faculty to develop the job description.
 - For library searches, the proposed position announcement is reviewed by the Librarians Association of the University of California-Riverside Division (LAUC-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.

The job description should not require qualifications that are not necessary for the position.

Timing for Faculty Hires

April 1 is the deadline for hiring faculty from another UC campus. **Guidelines on intercampus recruiting must be strictly followed.** ([APM 510-80](#)).

Step 2: Recruitment Plan Developed and Reviewed.

This section provides an overview of a Recruitment Plan and the steps involved in creating it and obtaining approval.

Step 2a: Developing Recruitment Plan

Participants involved: Supervisor, AP personnel, OCR, Equity Advisor, and Unit Head. Typically, the Supervisor with AP personnel develops the Recruitment Plan in UCRecruit (Search Plan).

Recruitment Plan Key Components:

Job Description

- Include educational and experience requirements
- Specify rank/position type

Search Committee

- Names of search committee members
- Identity of Search Committee Chair

Job Details and Advertisement

- Language that will be used in posting/ad for position
- Must include salary range, dates (e.g., for when candidates can begin applying), and other information

Description of Advertising Plan

- List of job boards and other resources that the position will be posted on
- Journals, newsletters, or other publications

Evaluation Process

- Rubric that will be used by the committee to evaluate candidates (best practice; not required)
- How decisions will be made on the long list, short list, and recommended hire (see below)
- Whether and at what stage references or letters of recommendation are required

The **job description** must specify the minimum qualifications an applicant must possess in order to be considered. Consider these qualifications very carefully. For example, for faculty, consider the importance of sub-specialties in the field and which PhD would be acceptable (e.g., one in another field). Broaden the research area (such as the sub-field) sought when possible, since this increases the pool and allows for applicants with less traditional backgrounds, but only if a candidate whose research area is outside the core area would meet department needs. For other academic appointments, consider carefully which terminal degree is required.

Required qualifications listed in the position description and job advertisements should include only those that are necessary for the role. Avoid including non-essential requirements in the required qualifications.

(Note: When All But Dissertation (ABD) candidates will be considered, this must be included in the plan, e.g., Degree required by time of appointment by July 1, 2026, or Candidates must be ABD or have met the requirements for the Ph.D.

The **Search Committee** is nominated by the Supervisor.

- a. The Search Committee should consist of 3 to 7 members.
Committees are most effective when they include a broad range of expertise and perspectives to improve decision-making:
 - Faculty or other personnel in the department, as well as outside of it
 - Individuals at different levels of seniority/positions
 - People with a range of educational backgrounds, interests, ideas, and perspectives.
- b. The Supervisor identifies one member as the Committee Chair; the Department Chair may not be the Committee Chair unless an exception is granted by the VPAP based on compelling circumstances.
- c. Each committee must have a Compliance Liaison – see Step 3 below.

Any familial relationship or other conflict among the committee members that might influence or have the appearance of influencing a recruitment outcome must be disclosed in the search plan and is subject to review and action (see Conflict of Interest section).

Best Practices: Search Committee Composition

Committee members should be enthusiastic about UCR and to hire the position being recruited, whether or not it will be in their department.

The **job advertisement** must include:

- eligible rank(s), department(s) (include location if different from campus), start date, and 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.)
- the salary range for the position (for more guidance, refer to the [APO website](#))

- contact information for the recruitment name/title and address to direct pertinent application materials, such as curriculum vitae; placement file including letters from referees/references; samples of research work; etc. (Note: This does not apply to library searches – for library searches applicants are directed to provide a letter discussing interest and relevant experience, a current resume/curriculum vitae, and contact information for at least three professional references.)
- date of initial application review and final date of application review: all applications received by the initial application review date will be reviewed; applications received after that date but before the final date will be considered only as needed (if the initial application review does not result in a sufficient pool)
- Equal Employment Opportunity (EEO) tagline. For faculty postings, the following two paragraphs (may be combined with other items) must be included in advertisements placed in journals, on college, department, society or personal websites, as sent out to departments at other universities, and the copy reproduced in UC Recruit:

The University of California, Riverside is a world-class research university with an exceptionally diverse undergraduate student body. UCR is a member institution of the American Association of Universities (AAU) as well as the Alliance of Hispanic Serving Research Universities (HSRU). A commitment to the UCR mission is a preferred qualification.

We seek to hire scholars who will both advance our research directions and effectively educate our undergraduate and graduate students, while also engaging with University and Professional service activities. Research and teaching statements that are included with application materials are opportunities for candidates to share knowledge, experience, and goals that support the mission of UCR. For more information on UC's criteria for successful faculty, refer to the Academic Personnel Manual (APM) 210 - Criteria for Appointment, Promotion, and Appraisal.

- Advancement through the faculty and non-senate academic ranks at the University of California is through a series of structured, merit-based evaluations, occurring every 2-3 years, each of which includes substantial peer input. Note: This may be omitted when not applicable to the search, such as for temporary lecturer positions.

Keystone Concept: All hiring in the UC is based on non-discriminatory factors such as work experience, research and other creative work, professional competence and activity, education, and service.

The **advertising plan** must include various outreach resources to ensure a broad applicant pool of qualified applicants. The recruitment plan should include a list of advertising resources: university or college departments or similar relevant units to which the Department intends to write; professional or relevant journal(s) or newsletter (s) in which the Department intends to advertise; and online job sites

and other web-based recruitment resources. For faculty recruitment, at least one advertisement must be placed in a national, web-based, print-based, or electronic professional journal. The UCR nondiscrimination program may inform the selection of appropriate platforms and outreach resources.

The **evaluation and selection process** is the set of steps taken to assess candidates and develop and finalize the long list, short list, and final selection (candidate recommended for hire). A rubric is often a best-practice tool used by the committee to evaluate. The rubric

Keystone Concept: Candidates for faculty positions are evaluated based on criteria relating to (1) teaching, (2) creative and other work, (3) professional competence and activity, and (4) university and public service. [APM 210-1-d](#)

lists the criteria that will be used—the qualifications and experience—and allows for a rating of each candidate for each criteria. The rubric may weigh criteria if some are more important than others.

Rubrics sample:

Criteria / Rating	Excellent (5)	Good (4)	Neutral (3)	Fair (2)	Poor (1)	Unable to judge	Percentage weight	Weight X Value (1-5)
<i>Research productivity</i>								
<i>Relevance of training and past research to the job description</i>								
<i>Potential/demonstrated ability to attract, work with, and teach diverse students</i>								
...								
Total for Applicant:								

The default **selection process** is described in Steps 4-8 below. **If the recruitment will include any modifications or additions, these must be described in the recruitment plan before a position is posted.** For example, if the committee will provide a ranked list of recommended finalists or multiple candidates, this must be stated in the recruitment plan.

Only minor modifications are permitted in the recruitment plan after it has been finalized and approved. The request to change the Search Plan must be submitted to OCR at eeo@ucr.edu and to APO at aprecruit@ucr.edu for approval.

Step 2b: Review and Approval of Recruitment Plan.

The plan must be submitted through UCRecruit, and is reviewed by the Equity Advisor, OCR, and the Unit Head.

- The Equity Advisors do not have an approval role, but may provide advice regarding the language of the job advertisement, the advertisement plan, including venue placement, the rubric, or other aspects of the Recruitment Plan.
- OCR shall review the Plan for compliance with this Procedure and UCR's nondiscrimination program. OCR may consult with the Equity Advisor, AP staff, or others, and may provide comments or require modifications to the Plan.

The Unit Head provides final approval for the Plan and the launch of the search.

Step 3: Position Advertised and Search Committee Assembled.

After approvals in Step 2b, the position (job) is posted/advertised in accordance with the Recruitment Plan. People involved: AP staff, search committee.

The Search Committee convenes to:

- Familiarize themselves with the Recruitment Plan including the job description.
- Agree upon a Committee member to serve as the Compliance Liaison, who will be responsible for overseeing various procedural matters and must be someone with the confidence and standing to call out problems and model appropriate conduct and deliberations. The Compliance Liaison may not be the Chair, and should not be a junior member of the committee. Refer to the additional materials that describe the Compliance Liaison's role and responsibilities.
- Check that all members have completed the required training; the committee may not begin to review candidates until all members have been trained. For specific training requirements, refer to the [OCR website](#).
- Check that all members completed the [Conflict of Interest Form](#); the form is also available from staff supporting the search. The signed forms are to be kept in the office handling the search. For more [guidance on conflict of interest](#), refer to the APO website

or contact the Assistant Vice Provost for Academic Personnel (AVPAP). Conflict of interest is also discussed in *Section III. General Principles, Roles and Responsibilities* of this document.

V. RECRUITMENT PROCESS: STEPS 4-8

The University of California, Riverside is committed to achieving academic excellence through faculty diversity and equal opportunity. A fair hiring process designed to promote diversity and equity must begin with broad efforts to attract qualified candidates, must proceed with a careful selection process identifying the best qualified candidates, and must conclude with the successful hiring of the best available qualified applicant.

As required by federal law, the University undertakes affirmative action to ensure equal employment opportunity for individuals with disabilities and for protected veterans. Affirmative action does NOT involve hiring “preferences” for members of underrepresented groups; preferences or quotas are impermissible. UC’s policy is to select the individual who possesses the qualifications to perform the duties of the position most effectively.

It is essential for the Search Committee to engage in a good-faith recruitment and selection process and ensure equal opportunity and nondiscrimination at every step. When necessary, the Search Committee should seek advice or escalate issues. Any member of the Search Committee can do this (including the Compliance Liaison and Search Committee Chair):

- Consult this process and other relevant policies and procedures throughout the process.
- Identify any errors, problems, or questions regarding the process and seek advice from the Supervisor, Dean, Equity Advisor, APO, or Office of Civil Rights staff as appropriate.
- If a complaint or allegation of discrimination or harassment is made, per the University Anti-Discrimination Policy, it must be referred to the [OCR Reporting Portal](#).



Step 4: AP staff screen out candidates not meeting minimum qualifications

After the minimum recruitment period has passed, the AP Staff person reviews all applicants who have applied through UC Recruit by the deadline/stated review date (if any). Candidates who do not meet the minimum (basic) qualifications may not proceed further in the recruitment process. The AP Staff person may consult with the Supervisor or committee Chair if subject-matter expertise is needed to determine whether a qualification is met (for example, whether an applicant’s publications fit within the sub-specialty or whether an applicant’s previous work experience is relevant and meets a minimum prior experience requirement).

Step 5: Review of Applicant Pool

AP Staff submits the screened applicant pool to the OCR, which conducts a review of the recruitment process to ensure alignment with the established recruitment plan and the nondiscrimination programs.

The OCR may recommend various actions, which could include considering applications submitted after the initial deadline, implementing additional advertising or recruitment initiatives, extending the recruitment period, or reevaluating candidates who were previously screened out. Furthermore, the OCR may seek the assistance of an Equity Advisor to facilitate the assessment of the applicant pool.

Step 6a: Long List

The first Search Committee recruitment action is to narrow the pool by identifying the top 6-12 (or so) candidates. In some recruitments, this may result in a significant reduction of the pool; in others, there may be fewer than six candidates evaluated as qualified to move forward.

Evaluating and selecting candidates should be performed methodically and without bias, including by

- Reviewing candidates' qualifications in relation to the job requirements. Candidates' qualifications must be measured against the established criteria for the position in the recruitment plan.
- It is important to use the most objective criteria possible and to record these in the rubric. Using a rubric listing the qualifications/selection criteria, and allowing for each committee member to rate each candidate on each qualification/criteria. A rubric may also weigh qualifications/criteria.
- Not considering candidates' Protected Categories.
- Conducting fair and professional interviews, ensuring that candidates are respected and irrelevant information is not considered. See Step 6b, below, regarding interviews, which are optional at this stage.
- Following applicable recruitment processes.
- Prioritizing accessibility for individuals with disabilities in the recruitment process, including by consulting with Disability Management, should any accommodation requests or needs be communicated or identified. Uploading recruitment and selection documentation (completed rubrics, interview notes, justification, etc.) in UC Recruit.

Please review [Attachment 1](#) of this document, which includes a focused flow chart providing more details on Steps 6-7.

Best Practices: Interview Questions

To avoid inappropriate and possibly illegal questions, interviews should focus on knowledge, experience, skills, abilities, and other job-related attributes that candidates can bring to the position. Search committee members may NOT ask questions about a candidate's race, national origin, ethnicity, or any other Protected Category.

The Equity Advisor reviews the Long List, providing expert advice as to selected candidates' ability to instruct UCR's student body and perform other job functions.

Keystone Concept: Superior intellectual attainment, as evidenced both in teaching and in research or other creative achievement, is an indispensable qualification for appointment. Contributions in all areas of faculty achievement that promote diversity, equity, inclusion, and belonging should be evaluated and credited in the same way as other faculty achievements. These contributions to diversity, equity, inclusion, and belonging can take a variety of forms, including efforts to advance equitable access to education, public service that addresses the needs of California's diverse population, or research in a scholar's area of expertise that highlights inequalities. Mentoring and advising of students and faculty members should be given due recognition in the teaching or service categories.

The Committee develops a Long List, which, for Senate faculty recruitments, is subject to approval by the department faculty eligible to vote under the department's bylaws. For other recruitments, the recruitment plan shall specify how the Long List is finalized, for example, whether the Supervisor approves it.

Note: The Long List may be presented to the department/other approving entity together with the Short List, for efficiency. See Step 7 below.

Once the Long List is approved, the committee or AP staff should notify the candidates who were screened out for not meeting the minimum qualifications that they will not be moving forward in the process. No other notifications (of non-selection) to candidates should be made until the offer is accepted.

Step 6b: Optional Initial Interview Round

The Search Committee may conduct initial round interviews with Long List candidates in order to form the Short List (Step 7), or the Committee may develop the Short List based on their review of the candidates' applications.

If interviews are conducted, every interview must be similar in structure, schedule, and questions asked.

Step 7: Short List

At this stage, the Long List candidates' applications are further considered, their areas of expertise are evaluated against the department's needs, and information obtained in an initial interview (if conducted at the Long List stage) is considered to identify a list of typically two

to four candidates for finalist interviews - the Short List. Extramural letters are typically obtained at this stage (see below for details on references and extramural evaluations).

Note that, depending on the applicant pool size and the candidates' evaluations, there may be only a single finalist selected or more than four.

As in all stages, it is important to use the most objective criteria possible and to retain notes on the decision process. These records must be uploaded to UC Recruit. In addition, for each candidate not included in the Short List, the disposition code must be assigned in UC Recruit. This code describes the reason for non-selection. (See: [UC Retention Schedule](#).)

For Senate faculty recruitments, the Short List is subject to approval by those department faculty eligible to vote under department bylaws. For other recruitments, the recruitment plan shall specify how the Short List is finalized, for example, whether the Supervisor approves the Short List prior to the Unit Head.

The proposed short list is uploaded to UCRecruit and must be reviewed and approved by the Unit Head. At this stage, the Unit Head has an opportunity to consider the budgetary implications, conduct a thorough review of the applicant's resume, and assess how the applicant's qualifications align with the position's specified requirements, ensuring alignment with organizational objectives and strategic goals. The Unit Head will also review and ensure that disposition codes have been selected.

Step 8: Short List Interviews

This final round of interviews may be conducted on campus or via Zoom (or similar video conference, but in the interest of fairness, each interview visit in a recruitment should be similar in structure and schedule. As with Long List interviews that may have occurred, inappropriate interview questions must be avoided and fairness and respect must be demonstrated.

- a. *Senate Faculty Recruitments*. The Search Committee typically takes an active part in the design and planning of the finalist interviews. Departmental practice varies somewhat, but typically the schedule includes:
 - Interviews with the Search Committee as well as with individual faculty members.
 - At least one seminar or Colloquium presentation. For maximum visibility and sharing of collegial information, all Colloquia presented by prospective candidates should be announced in writing via campus email and a copy of the announcement must be uploaded in UC Recruit.
 - An interview with the Dean or designee.
 - If desired, a campus tour or social event.
 - If desired, meetings or interviews with faculty or units outside the department.

Feedback on each candidate shall be collected from those who meet with/interview the candidates in accordance with the process specified in the Recruitment Plan.

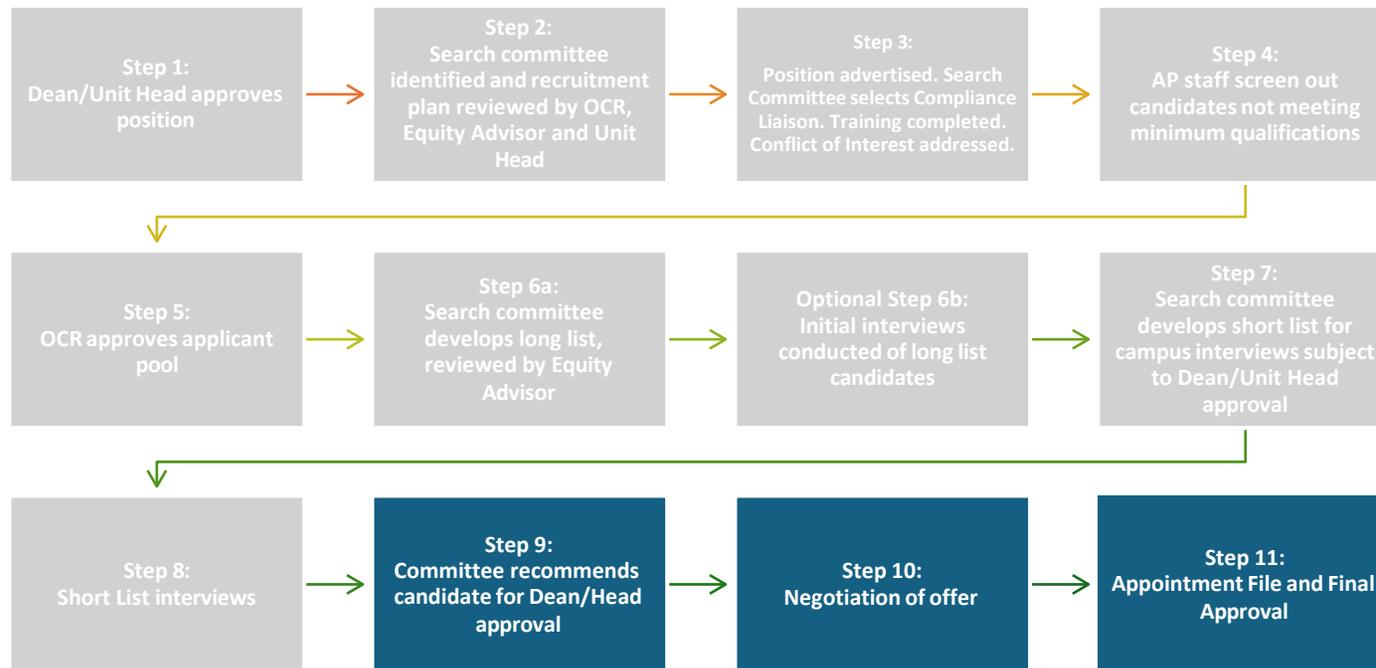
b. *Library Recruitments.* The Search Committee drafts an interview schedule for the UL's review/approval. The Search Committee takes an active part in the design and planning of each visit. Typically, the interview schedule includes interviews with the Search Committee as well as with relevant departments, 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 and a copy of the announcement must be uploaded in UC Recruit. 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, /MOU as appropriate, housing benefits and retirement information.

Best Practices: Info for Candidates

Information on the University's [Faculty Home Loan program](#) should be shared with the candidates. It is also beneficial to the candidate to receive an information packet containing information not only about the hiring unit, but also about the college or school, about UCR, and about the Riverside region.

Note: Finalists may withdraw from consideration during or after the interview. UCR may also determine, based on evaluation of interview performance and the application, that a finalist is not suitable for selection. In such cases, the search may either fail or the committee may return to the Long List and move appropriate candidates to the Short List. This process may require Departmental approval, depending on Departmental voting rights/procedures.

VI. FINALIZING APPOINTMENT: STEPS 9-11



Step 9: Committee recommends candidate for Dean/Head approval

- a. *Timing.* The final selection process for an individual position begins only after the last candidate's short-list interview is completed
- b. *Decision-Makers.* Units differ in the role that the Search Committee plays in the process of narrowing the selection to a final choice.
 1. For Faculty recruitments, 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 and backups (if any) for the position.

2. For Assistant Professor appointments, the vote may be on the complete appointment file – see e, Interaction with Selected Candidate; Offer below. 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.

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

3. For Library searches, 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, and supporting data, and the corresponding candidate files. The Associate University Librarian (AUL) provides the University Librarian with the name(s) of viable Candidate(s) identified and reason(s) for selection. The UL reviews the packet and decides whether to make an offer and to whom.
- c. *Evaluation Criteria.* The candidates' applications, information collected during interviews/campus visits, external evaluations, and references, and department needs are considered in the selection. See also APM-210.d.
- d. *Notification to non-Selected Candidates.* Communication with non-selected candidates should not be made until an offer is accepted.
- e. *UCRecruit Search Report.* In all cases, the final selection must be entered in UC Recruit. Additionally, a Search Report is required to be submitted for review and approval 30 calendar days after a search is completed (hire is finalized, search is cancelled, or search has failed). Search Plans for the following Academic Year will not be processed for approval until all previous years' completed recruitments have an approved Search Report on file and have been concluded.
- f. *Optional Campus Visit.* If desired, the finalist/selected candidate may be brought to campus for a visit with the Department and others, after Departmental approval.

Step 10: Negotiation of the offer

1. *Senate Academic Positions.*
 - a. Any negotiations with the candidate can begin only after a positive vote from the faculty and approval of the Dean (or designee). The candidate should be notified by the Department Chair (or designee) that they have been selected as the candidate of choice and are being recommended for appointment. Refer to the most current [Delegation of Authority Chart](#) for final approval authority.
 - b. The Department Chair, School Dean, or designee should communicate with the candidate outlining the specifics of the offer, including details about the start-up package as negotiated with the Dean (or designee) and proposed placement on the Academic ladder that would be determined through the formal review procedure. Any unusual salary or incentive issues should be discussed by the Dean [or equivalent] with the PEVC before being offered to the candidate.

- c. Nothing binding may be communicated to the candidate either verbally or in writing prior to the Chancellor's (or designee's) approval. Although practices may vary, the faculty voting rights on faculty appointments, as defined in Bylaw 55, must be maintained.

For Assistant Professor Steps IV and above and Acting Assistant Professor Steps III and above:

The practice varies, but some Colleges require the Department Chair to draft a tentative offer and send it to the Dean. In this case, the Dean finalizes the formal tentative offer letter, both Chair and Dean sign it, and it is then sent electronically to APO 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 the candidate, and it is then communicated to the Dean. This letter, again signed by both Chair and Dean, must include standardized language for tentative offer letters.

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.

2. Start-Up (formerly Initial Complement) Guidelines.

The start-up package 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 initial complement levels that vary among colleges/schools, and the Dean (or designee) either holds these resources or has access to them.

3. Library Positions.

- a. The University Librarian decides to which Candidate to offer the position; that decision is communicated in writing to the Library Human Resources Director.
- b. Any unusual salary or incentive issues should be discussed by the UL with the Vice Provost for Academic Personnel before being offered to the candidate. Refer to the most current [Delegation of Authority Chart](#) for final approval authority.

Step 11: Appointment File and Final Approval

Chairs and departments (or equivalent) are charged with assembling a detailed file. Review of the appointment file is managed through the [eFilePlus System](#).

A. Appointment File Process

1. *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 Bodies for Professor Series (Refer to [Delegation of Authority Chart](#) for final approval authority)

Rank	Step	Dept	Dean	CAP	Senate Ad Hoc Committee	VPAP	PEVC	Chancellor
Acting Assistant Professor	I-II	yes	yes	*N/A	*N/A	N/A	N/A	N/A
Acting Assistant Professor	III and above	yes	yes	yes	Optional	yes	N/A	N/A
Assistant Professor	I-III	yes	yes	*N/A	*N/A	N/A	N/A	N/A
Assistant Professor	IV-VI	yes	yes	yes	Optional	yes	N/A	N/A
Associate Professor	I-V	yes	yes	yes	Optional	yes	yes	N/A
Professor	I-IX	yes	yes	yes	Optional	yes	yes	N/A
Professor	Above Scale	yes	yes	yes	Optional	yes	yes	N/A

* 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 Acting Assistant Professor I-II and Assistant I-III appointments at the conclusion of any given academic year.

2. *Library Searches.* The Library HR Office, under the direction of the University Librarian, is responsible for preparing the appointment file in accordance with the Librarian CALL.
3. *Non-Senate Academic Positions.* Appointment files for non-senate appointees must follow the established procedures for each College/School.

B. Appointment File Requirements

1. *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-5](#) 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.

2. *Library Searches*. See the [Librarian CALL](#).
3. *Non-Senate Academic Positions*. Appointment files for non-senate appointees must follow the established procedures for each College/School. See Section V for Appointment File Checklist.

C. The Appointment

1. *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.

For appointments approved by the Chancellor, appointment letters are prepared by APO and sent directly to the candidate with appropriate copies provided (please see appointment letter template). Candidates are requested to accept the appointment by signing a copy of the appointment letter and returning the signed copy to APO. This signed acceptance letter permits the *departmental* payroll officer to process the appointment in the payroll system and the Academic Senate to make the appointee eligible for Senate rights and privileges.

For appointments approved by the Dean, appointment letters are prepared by the Dean's office. Candidates are requested to accept the appointment by signing a copy of the appointment letter and returning the signed copy to the appropriate Department Chair(s) or designee. Upon receipt of the signed acceptance letter, the Dean's analyst provides APO, Academic Senate, and Real Estate Services with a signed copy.

This signed acceptance letter permits the departmental payroll officer to process the appointment in the payroll system 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 may 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.

2. *Library Searches*. The University Librarian (UL) has the authority to approve appointments. For guidelines and procedures, refer to the [Librarian CALL](#). For actions that have been delegated to the UL, refer to the [Delegation of Authority Chart](#).
3. *Non-Senate Academic Positions*. Deans have the authority to approve all non-senate appointments. Refer to the [Delegation of Authority Chart](#) for actions that have been re-delegated.

Please consult the appropriate college or school AP/HR staff contact for information and procedures.

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

What if your Finalist Backs out? Or Issues Arise After the Offer.

Contact APO for assistance.

For most current templates and forms, please refer to the [APO website](#).

VII. APPROVAL AND REVISION HISTORY

These procedures were issued and effective February 26, 2026; this was the first version. These procedures replace the Academic Hiring Toolkit, the Best Practices in Hiring, and the Affirmative Action Recruitment Guidelines.

VIII. ATTACHMENTS

Attachment 1. A detailed flowchart offering further clarification on Steps 6-7.

