MAPP Section 200:
Recruitment - Academic Senate Titles

The following policies and procedures are intended to supplement the Academic Personnel Manual (APM) and have been developed to support the University's goal of recruiting the highest quality faculty by ensuring a large and diverse pool of qualified candidates.

201. ROLES

201-1. Search Committee/Chair

- Writes search plan
- Submits a complete Job Posting Request and External Advertising Form for APC and Dean's approval
- Reviews candidate applications and formulates list of finalists to be interviewed
- Completes Affirmative Action Data for Academic Personnel Chair and Dean approval
- Writes case analysis for selected candidate
- Forwards case materials to Academic Personnel Chair for faculty vote

201-2. Academic Personnel Chair (APC)

- Reviews the search plan
- Reviews Affirmative Action Data at each stage of the search process
- Works with School staff and Search Chair to request extramural letters and submitted materials
- Reviews case analysis from Search Committee
- Arranges meeting with faculty to discuss the proposed candidate
- Writes transmittal letter that includes faculty vote record and content of faculty discussion
- Forwards review file and required documentation to Dean

201-3. Dean

- Appoints the chair for each search committee and approves the slate of proposed committee members
- Approves the final search plan
- Reviews and approves Affirmative Action Data throughout the search process
- Meets with all candidates selected for interviews
- Writes Dean's Recommendation Letter proposing appointment
- Writes Salary Justification Letter
- Writes Dean's Confidential Letter (if necessary)
- Forwards review file and required documentation to Academic Personnel Office and EVC/ Provost

201-4. Academic Personnel Office (APO)

- Works with Search Committees to place all academic position advertisements
- Works with School staff during candidate review process to ensure a complete and accurate review file
- Receives review file and ensures compliance with policy and procedures
- Forwards completed review file to Academic Senate Office for the Committee on Academic Personnel

201-5. Committee on Academic Personnel (CAP)

- Assesses the proposed appointment and supporting materials
- Forwards CAP recommendation to EVC/ Provost

205. PROCESS

205-1. Search Committee/Chair/Designate

a. Developing the search plan

After consultation with the APC, the Search Chair and Committee meet to develop the search plan, review recruitment procedures, create ads, and develop an external publication list that fulfills diversity goals. The Search Chair forwards the search plan and the advertising request forms to the APC. In order to fulfill possible visa requirements, all advertising requests must include at least one print ad.

b. Reviewing applicant pool data and conducting candidate interviews

As the search progresses, the Search Chair, APC and Dean review statistical applicant pool data throughout the search and pursue additional diversity search methods as needed. Search Chair completes Total Applicant Information in Affirmative Action Summary and submits to APC. After closing date of search has passed, the formal application review process begins by the search committee.* When the search committee, in consultation with the Dean and APC determines that the pool composition is appropriate, the search committee proceeds by selecting a short list of candidates, inviting candidates for campus interviews and presentation of research.

*If the search committee wishes to extend the position beyond the original closing date, the Search Chair must inform APO of the new closing date prior to the date the position closes. If the position has already closed and the search committee wants to reopen the position, the Search Chair must inform APO who will re-open the search with the new closing date. The new closing date must be set at a minimum of 30 days from the date it is reopened.

c. Selecting the candidate

The search committee selects a final candidate by approved voting method. The search committee chair then completes the Affirmative Action Summary with information regarding the list of finalists and reasons for non-selection for hire and forwards it to the APC and Dean.

d. Preparing case analysis

The Search Chair assembles case materials and reviews extramural letters. The Search Chair writes the case analysis and forwards case to APC.

e. Presenting the case analysis at faculty meeting

After the APC reviews the case analysis, the Search Chair or APC presents it to the faculty. After a full discussion of the candidate's qualifications, the faculty votes on the proposed candidate.

205-2. Academic Personnel Chair (APC)

a. Developing the search plan

Before the recruitments begin, the Academic Personnel Chair (APC) meets with the search committee chairs to review recruitment procedure and diversity goals for each search. Throughout the search process, the APC consults with the search committee chairs to ensure the plans and advertisements are complete and will aid in fulfilling the goal of creating a broad and diverse pool of candidates.

The APC reviews the search plans and proposed position advertisements for each recruitment. The APC forwards the search plan and advertisement forms to the Dean. After the Dean's review, the APC forwards the completed search plan to the Academic Personnel Office.

b. Reviewing applicant pool data

Throughout the development of the pool and before the search pool closes, the APC reviews the affirmative action data with the search chair and Dean to assess if it is broad and diverse pool. If the APC judges the pool to be insufficient, the APC works with the search chair to develop additional measures to broaden the pool's diversity for example, advertising in additional journals or websites. If the APC judges the pool to be developing a broad representation of women and underrepresented groups, the search continues. When the pools are closed, the APC again reviews the affirmative action data for the entire pool and certifies the search pool.

The APC reviews the affirmative action data of the candidates who are under serious consideration or who are on the "short-list". The search committee

indicates the candidates who have been selected to bring to campus for interviews. If there is not sufficient diversity represented in the short-list candidate group, the APC works with the search chair to review the pool to ensure the review process included all potential candidates. The APC signs the Affirmative Action Review Form to indicate approval of the short-list candidates and forwards it to the School Dean.

c. Requesting extramural letters

The APC works with the Search Chair and School staff to ensure the appropriate extramural letters have been requested, interviews are scheduled, and that travel and seminar details for all candidates have been arranged. The APC ensures staff notify faculty of all candidate visits and the schedules for the research presentations.

d. Reviewing the case analysis, and posting for faculty review

Following the receipt of the Search Committee case analysis, the APC ensures the staff posts the case analysis and required materials for a minimum of 3 days prior to the faculty meeting. The faculty of each School may, as a whole, agree to a different time period and posting method.

The review file contains the following: the candidate's curriculum vitae, statement on research and teaching (if provided), and all extramural letters that were solicited. The teaching evaluations (if not available additional evidence of teaching ability required) and the candidate's publications or creative material should be made available for the faculty to review. These may be made available in the School office if they cannot be posted on-line.

e. Faculty discussion and vote

The APC meets with the faculty to discuss the proposed candidate. The APC or the Search Chair presents the search committee's case analysis and allows for a full discussion of the candidate's qualifications. When the discussion has concluded, the APC follows the School's bylaws and voting procedures to obtain a vote on the proposed candidate and records the vote and faculty discussion to include in the Transmittal Letter.

f. Assembling the transmittal letter

The Transmittal Letter written by the APC is a critical component of the review file. It recommends the appointment including the rank, step and effective date of the appointment. The Transmittal Letter also conveys the faculty vote and, in expanding on that vote, provides a detailed accounting of faculty members' voting. As this is the official record of the faculty's view of the candidate, the vote is given considerable importance by other reviewing bodies. Hence, Schools should develop guidelines that encourage the maximum number of faculty to participate in the evaluation of candidates. Excessive abstentions or a small number of votes relative to the number of

faculty eligible to vote are likely to raise concerns about the appointment as other reviewers evaluate the file.

The Transmittal Letter is the single document that reflects the discussion of the faculty. Hence, the letter should be balanced, identifying strengths and specific accomplishments; but also identifying any criticisms and reservations that help explain the faculty's opinion and vote.

g. Reviewing the Academic Personnel Chair's transmittal letter

When the APC has completed the transmittal letter, the School staff posts it and notifies the faculty that the transmittal letter is available for review for a minimum of 3 days, or the School's agreed upon duration. Any faculty concerns about the transmittal letter should be discussed with the APC. Any substantive revision to the transmittal letter must be posted and the faculty notified.

The transmittal letter and case analysis encompass all faculty opinions and is the **sole** letter representing the views of the faculty. Once the transmittal letter has been finalized, the APC forwards the case file, case analysis, and the transmittal letter to the School Dean.

For Recruitment forms click here.

For Appointment Checklist click here.

For sample solicitation letters click here.

205-3. Dean

a. Developing the search committee

The Dean meets with the APC to review planned recruitments. The Dean then appoints the chair for each search committee and approves the slate of committee members. The Dean reviews search plans and position advertisements for each search.

b. Reviewing applicant pool data

The Dean reviews affirmative action information data for the search pools and consults with the APC regarding the diversity of the pools. It is the responsibility of the Dean, the APC and Search Chair to ensure the efforts to recruit a diverse faculty are successful. The Dean and/or the APC may stop a search at any point during the process and require the search committee to take additional steps to diversify the pool of qualified candidates.

The Dean meets with all candidates that are selected for interviews.

c. Writing Dean's recommendation and salary justification letters

The Dean assesses the Transmittal Letter, Case Analysis and other evidence provided in the review file to ensure that the School review is fair and rigorous in maintaining University standards. The Dean writes a letter that recommends a proposed action and includes additional analysis as needed. The Dean writes a separate letter justifying the recommended salary if needed.

d. Writing Dean's confidential letter

The Dean may submit a separate letter indicating his/her own analysis and recommendation. A Dean's confidential letter may also be used to address unresolved issues related to a case.

e. Forwarding the review file

The Dean's recommendation letter is included with the review file materials. The Dean ensures the School staff forward the case file that includes: Transmittal Letter, Case Analysis, publications, and teaching information to the Executive Vice Chancellor/Provost and the Academic Personnel Office.

205-4. Academic Personnel Office (APO)

a. Posting ads

The Academic Personnel Office (APO) is responsible for placing all academic position advertisements. The APO staff work with the search committee chairs and the APC to place the ads in the appropriate journals and websites.

b. Reviewing the case file materials

The APO works with the School staff to process the review file and other materials required for the appointment. Every effort is made to conduct the review expeditiously; however, careful review is necessary to ensure that all policies and procedures are followed. If there are any questions about the materials submitted, the APO staff alerts the School staff, APC, and the Dean to complete the review file before it is submitted to the Academic Senate Office for the Committee on Academic Personnel (CAP) to review.

Once assembled, the review file should not be altered, i.e. no additional materials should be added or subtracted. The guiding principle in this policy is that the faculty vote is based on a particular set of information. If that information changes in any substantive way, then the faculty should be notified and have the opportunity to review any changes. In practice, this means that additional letters from School faculty are not appropriate and will not be accepted. The Case Analysis and the Transmittal Letter represent the faculty viewpoint. If any substantive changes to a file occur that would result in material being subtracted, such as an external reviewer withdrawing

his/her letter or a publisher deciding not to publish an article that had previously been accepted, the faculty must be notified and the revised file made available for review. Scholarly work accepted for publication after the file has been assembled should be treated similarly, faculty should be notified and the revised file made available for review.

c. Maintaining faculty records

Complete records of the search, including applicant files and any search committee reports, must be maintained by the Dean's Office for a minimum period of three years after the close of recruitment. APO is the office of record for all academic personnel files, the final search plans, Search Activity Forms, and Statements.

210. GUIDELINES

210-1. Case Analysis

The APC works with the search committee chairs to ensure that the Case Analysis includes the following characteristics and detail: The Search Committee's Case Analysis must provide a comprehensive assessment of the candidate's qualifications, supported by evidence from extramural letters. The Case Analysis should be a complete professional evaluation (accurate and analytic), including both supportive and contrary evidence. The Case Analysis should strive for balance, yet be succinct. Extended quotations from supporting documents (e.g. extramural letters) and rhetorical statements are to be avoided.

Accurate and analytical letters from extramural reviewers are essential in the review process. The Case Analysis should include an assessment of the significance of particular extramural views or judgments. The reviewers should be scholars who have achieved the same rank as the proposed candidate. Extramural reviewers who have provided confidential letters of evaluation should not be identified, except by means of a coded list (e.g. "Reviewer A"). (The List of Candidate/School Suggested Reviewers should note the relationship between the reviewer and the candidate and the rank of the reviewer.)

The Search Committee's Case Analysis includes an analytical evaluation with regard to the four review areas.

a. Research

Present a full evaluation of the candidate's research record, indicating the significance of the research accomplishments. In addition, the case report should critique representative pieces of work (e.g. papers, books, artwork, costumes, etc. In certain fields such as art, dance, music, literature, and drama, distinguished creativity should receive consideration equivalent to that accorded distinction attained in research. In evaluating artistic creativity, an attempt should be made to define the candidate's merit in the

light of such criteria as originality, scope, richness, and depth of creative expression. An important element of distinction is the extent of regional, national, or international recognition.

b. Teaching

The Case Analysis should include an assessment of available information on the candidate's teaching experience and the significance of the record. This may include overall contributions of the candidate to the development of curriculum, academic advising, or thesis and dissertation directorship. If candidate has no teaching experience, case analysis should address his/her teaching potential and philosophy.

c. Professional Activity (If available)

Include an analysis of available information regarding the candidate's professional experience, indicating the most prominent features of the record. Describe the significance of honors, awards and extramural grants.

d. University and Public Service (If available)

The Case Analysis should include a discussion of available information on the candidate's service record and indicate the significance of the record.

e. Contribution to Diversity and Equal Opportunity

The Case Analysis should evaluate the contributions the candidate has made to promote diversity and equal opportunity in the areas of teaching, research, professional and public service as set forth in APM210. Candidates who have engaged in service to increase participation and remove the barriers that prevent full participation of all qualified people, including women, minorities, veterans and people with disabilities in the science and engineering field as well as in the various disciplines of social sciences, humanities, fine arts and education should be given recognition. Engaging in this service is critical to developing a scientific and educated workforce with the values, culture and perspectives to provide solutions to pressing local, state, national and international problems. (Refer to UCM-AP46A and UCM-AP46B for guidelines.)

210-2. Recruiting international candidates

During recruitment, special attention must be given to the employment eligibility of any non-immigrants in the pool to be sure that such candidates can obtain visas that allow compensation for services. Appropriate visas can take several months to obtain. When a final candidate is selected and it is evident that a visa or change in visa status will be necessary, the APC must contact the Academic Personnel Office. While an application for a visa cannot be finalized until the appointment is approved, some preliminary inquiries can help to get a start on the visa process.

Once the appointment for the candidate is approved, the Academic Personnel Office will assist the incoming faculty member throughout the visa process.

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