

## Affirmative Action Recruitment Guidelines for Academic Positions

### *The Recruitment Plan*

Approval of recruitment plans will be made by the [Vice Provost for Academic Personnel](#).

### *Scope of the Search*

Ladder rank searches should be national or international in scope. Searches for part- or full-time temporary positions may be limited to regional or statewide sources.

A. *Guideline One: Recruitment for appointments to the Professorial Series (including Acting titles), the Agronomist Series, the Academic Coordinator and Administrator Series, and career or potential career appointments in the Librarian Series.*

1. *Recruitment Plan:* For each academic vacancy to be filled under Guideline One, prepare and submit a Plan for Recruitment through your dean through the [Office of Faculty & Staff Affirmative Action](#) and to the [Vice Provost for Academic Personnel](#) for approval. The Plan for Recruitment must include the following items, must be approved before recruitment begins, and must not be altered following approval:

a. Copies of proposed advertisements and letters to be sent describing the academic vacancy to be filled.

The description should be broad enough to cover foreseeable contingencies in the event there is flexibility regarding the sub-field. (For example: if you ultimately intend to appoint the most qualified person you can find in 19th or 20th Century American Literature, the job description should cover both fields). Advertisements and letters should be based on the job description. A new search would be required if a change is subsequently made to the appointment so that the job description no longer fits. Refer to the [Recruitment Plan Checklist](#) for the required elements for the advertisement.

The job description, letters, and advertisement must state that UCR is an **equal opportunity/affirmative action employer. Statements such as “UCR is committed to supporting dual career couples” may also be included.**

b. A list of the university or college departments to which you intend to write. If you state that you will contact every university and college offering a particular degree (e.g., Ph.D., M.F.A.) in a specific area (e.g., history), no list is required. When sending the announcement to universities and colleges, such announcement should be in the form of a letter or should be accompanied by a letter.

- c. A list of the professional, disciplinary and other journals in which you intend to advertise: e.g.: *Science*, *Chronicle of Higher Education*, *ASA Notes*. Also, the disciplinary or professional employment bulletins in which you plan to place a notice of position availability should be listed. At least one "paper" ad must be placed in order to conform to visa policy procedures.
- d. A list of the newsletters in which you will announce the position. A copy of the position announcement should be sent to the membership list if you can identify those who might be at least minimally qualified.

Are there minority or female caucuses or sub-groups related to the appropriate disciplinary organization with newsletters you may consider to announce the position or lists of members seeking employment? Please see diversity section of the [Faculty Hiring Toolkit](#) for venues to advertise in, as well as additional information on recruiting a diverse applicant pool.

- e. A list of the search committee members and their academic unit affiliation. All search committees should be constituted to reflect an appropriately broad diversity of knowledge of the field of expertise of the position. Toward this end, departments are encouraged to include at least one faculty member from an academic department different from the home department. The plan must identify one member who will have specific responsibility for monitoring affirmative action efforts; this member will consult with the department chair in the preparation of the affirmative action compliance report. The department chair normally would not be a member of the search committee and may not chair the search committee unless exception is granted by the [Vice Provost for Academic Personnel](#).
2. *Recruitment Period:* You must recruit for at least four weeks; however, 8 weeks is recommended. Recruitment is defined as the period from the date the announcement/advertisement was mailed until the deadline for receipt of applications. The recruitment period must include **at least a four-week period** following the first appearance of the advertisement in a professional or relevant journal, society employment opportunities newsletter, etc. All applications received during the recruitment period must be considered and **any dates mentioned are to be upheld**.
  3. *Equal Employment Opportunity (EEO) Survey Form and Clery Act Notification:* The [Equal Employment Opportunity \(EEO\) Survey Form](#) and [Clery Act notification](#) should be sent to each applicant as soon as an application is received. In order to ensure that an accurate list of EEO survey respondents is prepared for each position, departments must identify the position on the EEO Survey Form, especially when the department is conducting multiple searches. Alternatively, EEO Survey Forms for different positions within a department may be color coded for differentiation. A record of the date the Form and notification was sent should be kept with each candidate's file.

The EEO Survey Forms will be received and tabulated by the [Office of Faculty & Staff Affirmative Action](#). Once the position has closed, the department should request from the [Office of Faculty & Staff Affirmative Action](#): 1) an [Affirmative Action Summary of Recruitment Statistics](#) and 2) the [Affirmative Action Compliance Report](#) to be completed by the department chair, or the chair of the search committee, or the committee member responsible for affirmative action (depending on departmental practices as set forth in their recruitment plans).

4. *File Review*: All applicant files shall be reviewed by at least two members of the search committee.
5. *Affirmative Action Compliance Review*: Once the short list has been determined and prior to contacting applicants, the department should complete the [Affirmative Action Compliance Report](#). In completing the [Affirmative Action Compliance Report](#), departments should identify specific reasons for not interviewing any women or minority candidates. Such reasons must be concrete and specific in nature and relate to the advertised qualifications. To monitor recruitment efforts, the search committee designee responsible for monitoring affirmative action policies must complete the [Faculty Recruitment Program Assessment Form](#) and forward the form to the [Office of Faculty & Staff Affirmative Action](#).

To permit appropriate review of candidates selected for interview and women and minority candidates not selected for interview, the department must contact the [Office of Faculty & Staff Affirmative Action](#) to set a date for review of the files of such candidates. Once the review has been completed by the [Office of Faculty & Staff Affirmative Action](#), the department will be notified as to the approval or of possible alternative actions for consideration. Approval of the short list will be indicated by the signature of the Affirmative Action Director or designee on the [Affirmative Action Compliance Report](#).

6. *Affirmative Action Documents*: A formal request for appointment of a candidate must be accompanied by (or preceded by) an [Affirmative Action Summary of Recruitment Statistics](#) and an [Affirmative Action Compliance Report](#), which must be submitted through the dean to the [Vice Provost for Academic Personnel](#) for approval. In the event that a search fails, the [Affirmative Action Officer](#) shall be notified by the Dean or department chair.
7. *Retention of Files*: To meet federal audit regulations, University of California record retention requirements necessitate that you keep for at least three (3) years the files of **all** candidates considered at least **minimally qualified** for the position.

**Note:** Guideline One procedures must be followed to fill a position listed under Guideline One. An individual who occupies a Guideline Two position may be considered as one of the candidates for a Guideline One position, but full Guideline

One procedure must be followed in the filling of the position.

*B. Guideline Two: Recruitment for temporary appointments which are full-time for one year or more, with titles in the Visiting Professor Series, Lecturers<sup>1</sup>, or Librarians in temporary appointments; also, for the Professional Research Series, Specialists, Project Scientists when it is apparent that the appointment will be for at least two years.*

1. *Recruitment Plan:* For each academic vacancy to be filled under Guideline Two, prepare and submit a Plan for Recruitment through your dean to the [Office of Faculty & Staff Affirmative Action](#) to the [Vice Provost for Academic Personnel](#) for approval. The Plan for Recruitment should include the following items, must be approved before recruitment begins, and cannot be altered after approval:
  - a. Copies of proposed advertisements and/or letters to be sent describing the academic vacancy to be filled, as in A.1.a. of Guideline One.
  - b. A list of the Search Committee as in A.1.e. of Guideline One.
  - c. The Recruitment Plan must include one of the following:
    - 1) A list of all university or college departments, or similar relevant units to which you intend to write. No list is required if you state that you will contact every university and college offering a particular degree (e.g., Ph.D., M.F.A.) in a specific area (e.g., history); **or**
    - 2) A list of the professional or relevant journal(s) or newsletters(s) in which you intend to advertise; **or**
    - 3) A request for the approval of a recruitment plan of your own that fits your unique situation and will result in appropriate dissemination of the availability of the position.
2. *Recruitment Period:* You must recruit for at least four weeks following mailing of letters (if you choose option 1.c.1.) or the appearance of your advertisement (if you choose option 1.c.2.). All complete applications received during the recruitment period must be considered.
3. *Applications:* Same as under Guideline One.
4. *[EEO Survey Form](#) and [Clery Act Notification](#):* Same as under Guideline One.

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<sup>1</sup> Guideline Two regional searches are required for the initial appointment of any Lecturer regardless of the length of appointment or the percentage of appointment. Lecturer positions that are filled via a search waiver (which can be granted by the Vice Provost for Academic Personnel) may not exceed two quarters without a regional search. This is in recognition of the fact that Continuing Appointee status may result from the accumulation of quarters taught, regardless of appointment percentage. MOU article 7b.

5. *Affirmative Action Compliance Review*: This step is not necessary under Guideline Two.
  6. *Affirmative Action Documents*: Only the Affirmative Action Summary of Recruitment Statistics is required. In the event that a search fails, the [Affirmative Action Officer](#) shall be notified by the Dean or department chair.
  7. *Retention of Files*: Same as under Guideline One.
- C. *Waivers*: The [Vice Provost for Academic Personnel](#) will grant waivers, in whole or in part, in cases of bona fide emergencies and other special circumstances such as in Target of Excellence faculty hires or the Eminent Scholars Program. However, request for such exemption must be submitted to the [Vice Provost for Academic Personnel](#) via the [Office of Faculty & Staff Affirmative Action](#) including evidence of the nature of the need for the waiver. These requests must be accompanied by a current curriculum vitae and UC Biography form.
- D. *Implementation*: *These procedures are currently effective, and are standard procedures for the recruitment of academic personnel. If you have any questions, please contact the [Office of Academic Personnel](#).*

## **RECRUITMENT PLAN CHECKLIST**

### Ladder Rank Appointments

The following information is to be included in each recruitment plan:

1. Names and academic unit affiliations of search committee members
2. Name of the member responsible for monitoring affirmative action issues and preparing the [Affirmative Action Compliance Report](#).
3. List of institutions to be circularized **or** a statement that all Ph.D.-granting institutions will receive the announcement.
4. Copy of cover letter to be sent with the announcement to the institutions in #3 above and the date they will be mailed.
5. List of journals or other advertising outlets to be used and the date by which the advertisement will be placed.
6. Copies of the Announcement and the Advertisement which should contain:
  - a. eligible rank(s), department (include location if different from campus), and starting date
  - b. area(s) of specialization
  - c. educational and demonstrated experience requirements
  - d. statement of teaching and research requirements
  - e. statement that salary is commensurate with education and experience
  - f. name/title and address to direct pertinent application materials, such as curriculum vita; placement file including letters from referees; samples of research work; etc.
  - g. equal opportunity/affirmative action employer statement

# Faculty Recruitment Program Assessment Form

1. Of the recruitment resources provided, which were used and were most useful?

Used	Useful	Recruitment Resource
_____	_____	National Minority Faculty Identification Program Directory
_____	_____	University of California Systemwide Database of Postdoctoral Students
_____	_____	Internet Resources (list of web sites that target diverse applicant pools)
_____	_____	American Council on Education/National Identification Project (ACE/NIP)
_____	_____	List of Minority Professional Organizations
_____	_____	List of Doctoral I and II Institutions Ranked by Total Number of African and/or Hispanic Faculty
_____	_____	Traditional Sources of Contacts (listed in recruitment plan)

2. Were personal contacts made with minority faculty or minority professional organizations?

Yes\_\_\_\_\_ No\_\_\_\_\_

3. Were letters written or calls made to colleagues to request nominations of ethnic minority candidates?

Yes\_\_\_\_\_ No\_\_\_\_\_

4. Were any other innovative strategies or extraordinary steps taken to solicit applicants and invite applications from qualified persons who are members of underrepresented groups?

Yes\_\_\_\_\_ No\_\_\_\_\_

5. What role did the recruitment committee play in expanding the search for faculty of color? Please describe.

6. Were any of these strategies successful in identifying qualified women and people of color in your search?

Yes\_\_\_\_\_ No\_\_\_\_\_

If so, please describe the strategy.

Completed by: Print Name\_\_\_\_\_

[Search committee member responsible for affirmative action issues]

Signature\_\_\_\_\_

Department\_\_\_\_\_

Date\_\_\_\_\_

# AFFIRMATIVE ACTION COMPLIANCE REPORT UCR ACADEMIC APPOINTMENTS

*\*\* Sample \*\**

**DEPARTMENT**  
MANAGEMENT AND MARKETING

**RANK/SPECIALTY**  
ASSISTANT PROFESSOR  
Entrepreneurial Management

**PRINT DATE**  
7/3/2007

**AA JOBCODE**  
965

Department to fill in reasons for not recommended for interview. Reasons must be specific and related to advertised qualifications. Attach resume/vita for each person listed.

Total Number of Applicants for this position: 54

<b>NAME</b>	<b>REASONS FOR NOT RECOMMENDED FOR INTERVIEW</b>
BXXXXXXXX, NXXXXXXXX	XXXXXXXXXX XXXX XXXXXXXX XXXXX XXXXXXXX XXX
BXXXX, SXXXX	XXXXXXXXXX XXXX XXXXXXXX XXXXX XXXXXXXX XXXXXXX
CXXXX, TXXXX	XXXXXXXXXX XXXX XXXXXXXX XXXXX XXXXXXXX XXX
GXXX, YXX	Selected for interview.
KXX, MXXXXXXXX HXXX	XXXXXXXXXX XXXX XXXXXXXX XXXXX XXXXXXXX XXXXX XX
KXXX, SXXX-WXX	XXXXXXXXXX XXXX XXXXXXXX XXXXX XXXXXXXX XXX
LXXX, MXXXXXXXX X.	XXXXXXXXXX XXXX XXXXXXXX XXXXX XXXXXXXX XXXXXXX
LXX, JXXXXXXXX	XXXXXXXXXX XXXX XXXXXXXX XXXXX XXXXXXXX XXX
LX, SXXX	XXXXXXXXXX XXXX XXXXXXXX XXXXX XXXXXXXX
LXX, UXXXXXXXX	XXXXXXXXXX XXXX XXXXXXXX XXXXX XXXXXXXX XXXXXXX
OXXXXXX, DX OXXXXXX	Selected for interview.
PXXXXXXXX, SXXXXXXXXXXXX	XXXXXXXXXX XXXX XXXXXXXX XXXXX XXXXXXXX XXXX
PXXXXXX, SXXXXXXXXXI X.	XXXXXXXXXX XXXX XXXXXXXX XXXXX XXXXXXXXXXXXX XXX
TXXX, TXXX X.	XXXXXXXXXX XXXX XXXXXXXX XXXXXXXXXXXXXXX XXX
VXX GXXX, X.	XXXXXXXXXX XXXX XXX XXXXXXXXXXXXXXX XXXXXXX XXX

## CANDIDATES PROPOSED FOR INTERVIEW

AXXXXXX, SXXXXI X.

GXXX, YXX

LXX GXX, X

OXXXXXX, DX OXXXXXX

15 Total female and minority applicants (Returned EEO Surveys)

Please return this form to the Office of Faculty & Staff Affirmative Action.

**AFFIRMATIVE ACTION SUMMARY OF RECRUITMENT STATISTICS  
UCR ACADEMIC APPOINTMENTS**

*\*\* Sample \*\**

**DEPARTMENT**

MANAGEMENT AND MARKETING

**RANK/SPECIALITY**

ASSISTANT PROFESSOR  
Entrepreneurial Management

**PRINT DATE**

7/3/2007

**AA JOBCODE**

965

**ETHNIC CATEGORY**

<b>GENDER</b>	<b>WHITE</b>	<b>BLACK</b>	<b>HISPANIC</b>	<b>ASIAN</b>	<b>AMERIND</b>	<b>UNKNOWN</b>	<b>TOTALS</b>
<b>MALE</b>	5	1	0	9	0	1	16
<b>FEMALE</b>	3	0	0	2	0	0	5
<b>SEX NOT STATED</b>	0	0	0	0	0	0	0
<b>TOTAL</b>	8	1	0	11	0	1	21

Total Number of EEO Surveys Returned: 21  
 Total Number of Military Veterans: 1  
 Total Number of Applicants: 54

*This report was generated in the UCR Office of Faculty & Staff Affirmative Action*