Academic Recruitment Process
What We Will Cover

- Waivers – What are they and when do you use them?
- Open recruitment process.
- When you can appoint someone without a recruitment or a waiver.
What is a Waiver?

A request to hire an individual without conducting an open recruitment.

Guidelines for the waiver process can be found out:
http://academicaffairs.ucsd.edu/aps/adeo/procedure-2306.html#forms-and-reports
When is a waiver appropriate?

- Change in series such as:
  - Post doc to Proj Sci
  - Proj Sci to Res Sci
- Spousal recruitment/retention
- Specialized/Rare Skill
- Home department transfers
- Unique situations
Change in Series

Very common request and should include:

- Job Evolution
- Continuity - work in same unit/lab with the same supervisor.
- No New Position/No Vacancy
- Contribution – integral part of lab
- Only One – applies in cases when there are multiple people with same position, but not all are being proposed for change in series.
Spousal Recruitment/Retention

- Spouse is part of a recruitment effort to a position anywhere on campus.
- Describe issues related to the recruitment (i.e. how the waiver relates to a recruitment).
- Describe background/qualifications of candidate.
- Describe proposed contributions to department.
Specialized/Rare Skill

- Used only for people who possess a skill rare enough that an open recruitment is unlikely to yield any other applicants.
- And it must be demonstrated in the appointment file.
- Also, OADEO does independent research to verify certain facts (so don’t lie!)
Home department transfers

- Even if the rank, step, and series stay the same, you still must request a waiver.
Unique Situations

Situation come up that are unforeseen and can often be justified, such as...

- In the course of an open recruitment you ID a candidate that isn’t appropriate for the recruitment but you want to hire.
- A candidate comes to you with an innovative idea to strengthen your program.
- An extraordinary researcher is being recruited elsewhere, but indicates interest if the department is willing to hire.
- Obviously, unique situations are unique. So feel free to ask if you have questions.
Unique Situations (Cont)

- KEY – you must justify why the person is important to your department, why a recruitment would not work (i.e. – an opportunity has come up and you have to seize it), and why the person is qualified for the position.
Issues

- FTE Waivers
  - Junior level faculty
- Funding issues must be addressed
  - Research Scientists with no funding
- Waivers for candidates that come out of recruitments sometimes cannot be modified for different series
- Square pegs in round holes
To: Dean Frieder Seible (for LRF) or
    Assoc. Dean Jeanne Ferrante (for non-LRF)
    JSOE
VIA: Carla Solomon, Director
     Office of Academic Diversity and Equal Opportunity
FROM: Dept/Unit Chair
      Department
Re: Request to waive an open recruitment in order to appoint Prof. X

Waiver request text...
State what is requested; for example: *The Department of (X) requests a waiver of the open recruitment process in order to appoint (full name) to the position of (rank, step), at (%) time, at a salary of ($), effective (date).*

You *must* include the requested rank, step, salary, percent of effort, and effective date. If the proposed info changes after the fact, we will inform OADEO and then will revise their records.
Describe the skills and qualifications of the individual. If the person is at the junior level, describe the educational background and training that has led this person to the threshold of the proposed appointment. If the individual is at a more senior rank, describe the area of research, the person's national or international reputation in the field, and the uniqueness of skills and knowledge.
Provide a justification for hiring the individual without an open recruitment.

Why are we doing this?

Some questions to answer:
• What will this person do for the unit? What functions will the person perform?
• How the skills of the individual be used to perform the function?
• What are the business (i.e., research, teaching) needs of the unit?
• Why is it essential that the unit have someone with the skill set described above?
• Are the skills and qualifications of the individual so unique that no one else could be obtained via an open recruitment to do the job? Explain how or why these skills are so unique. (In other words, fully describe the connection between the unit's business needs, the function of the job, and the skills of the person.)
• For a very senior candidate, how will the skills and qualifications enhance the excellence of the unit and the University?
Routing/Approval

- Email waiver request to adeo@ucsd.edu (pdf)
- cc Mindy and Erin
- Waiver is approved first through OADEO, then the JSOE Dean’s Office.
- JSOE AP staff will inform you when the waiver is approved.
- Completed waivers will be signed and will include a waiver number.
- You may not submit the appointment file without the approved waiver.
UCSD WAIVER OF AFFIRMATIVE ACTION COMPLIANCE
OFFICE OF ACADEMIC DIVERSITY AND EQUAL OPPORTUNITY

PROPOSAL FOR APPOINTMENT:

<table>
<thead>
<tr>
<th>Name:</th>
<th>Date: 04/10/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title: Assistant Professor</td>
<td>Ref #: W2389</td>
</tr>
<tr>
<td>Dept/Unit: NanoEngineering</td>
<td></td>
</tr>
<tr>
<td>Begin Date: July 01, 2012</td>
<td></td>
</tr>
<tr>
<td>End Date: June 30, 2014</td>
<td></td>
</tr>
<tr>
<td>Ethnicity: Non-Minority</td>
<td></td>
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<tr>
<td>Ethnic Code: F</td>
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<tr>
<td>Gender: Male</td>
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<tr>
<td>Type of Waiver: General</td>
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<tr>
<td>%Time: 100%</td>
<td></td>
</tr>
<tr>
<td>Series Change: CS/PSE</td>
<td></td>
</tr>
<tr>
<td>If PI, agency: NIH</td>
<td></td>
</tr>
<tr>
<td>Number: 1JK99CA153935-01</td>
<td></td>
</tr>
<tr>
<td>Total Salary: $ 78,800</td>
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<tr>
<td>Salary fr Grant: $ 57,600</td>
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</table>

JUSTIFICATION:

Consideration of this request is based on the information contained in the attached memorandum dated (no date), from Kenneth S. Vecchio, Professor and Chair, Department of NanoEngineering.

The end date noted above reflects the normal review/reappointment schedule for this position.

This waiver will remain in effect as long as the individual remains in the tenure-track series.

Reviewed by Office of Academic Diversity and Equal Opportunity:

Signature: Carla Solomon  
Name/Title: Carla Solomon, Director – Office of Academic Diversity and Equal Opportunity  
Date: 4/26/12

APPROVED:

Signature:  
Name/Title: Frieder Seible, Dean, Jacobs School of Engineering  
Date: 4-30-12

Revisions to Proposed Information/Notes:

DISTRIBUTION: Academic Diversity and Equal Opportunity, Department, Dean/Provost's Office
Open Recruitment

- Online recruitment plan
- Selection process
Step 1 – Complete Online Recruitment Plan

Submit a Recruitment Plan

URL:
http://academicaffairs.ucsd.edu/Modules/Adeo/Recruitment/
Academic Recruitment

Recruitment Plan for an Academic Position

Please use this form to create your recruitment plan. If you would like to review or edit an existing recruitment plan, you may find it [here](#).

Complete each section before proceeding to the next. After completing a section, click the "Next" button at the bottom of the page to move to the next section. Your data will be saved as you complete each section. You may go back to a completed section by clicking on a navigation tab below. After completing every section, you will be able to review your recruitment plan before submitting it for approval.

**IDENTIFY PRIMARY DIVISION/SCHOOL/AREA AND THE HIRING UNIT**

- **Division/School:** [Select a primary division/school](#)
- **Hiring Unit, if any:** [Please select a hiring unit](#)
- **Name of Program/Center:**

  (Optional) If appointment is for a specific program or research center, e.g., Chinese Studies, enter it here.

  **Internal Identifier:**

  (Optional) Enter position ID/number, request number, FTE number, or other tracking code if applicable and known. This identifier will be used to help keep track of the recruitment plan and will not appear in the ad text.

- **Next** | **Save Data** | **Cancel Recruitment Plan**
Recruitment Plan for an Academic Position

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This section establishes the text that will appear in the UCSD Academic Job Opportunities Bulletin website.

**Academic Title:**

**Description (Ad Text):**

**ENTER AD TEXT HERE**

Words: 4 Characters: 18
### Recruitment Plan for an Academic Position

Please use this form to create your recruitment plan. If you would like to review or edit an existing recruitment plan, you may find it [here](#).

Complete each section before proceeding to the next. After completing a section, click the "Next" button at the bottom of the page to move to the next section. Your data will be saved as you complete each section. You may go back to a completed section by clicking on a navigation tab below. After completing every section, you will be able to review your recruitment plan before submitting it for approval.

#### Advertising/Outreach

In this section, identify all of the advertising and outreach efforts proposed for this recruitment.

- **Indicate all journals, web sites, listservs, professional organizations/associations to be used to publicize the open position.**

<p>| | |</p>
<table>
<thead>
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<tbody>
<tr>
<td>1.</td>
<td>IEEE</td>
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<td>2.</td>
<td>PHYSICS TODAY</td>
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<tr>
<td>3.</td>
<td>SCIENCE</td>
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<td>4.</td>
<td>NATURE</td>
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<td>17.</td>
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<td>18.</td>
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</tr>
</tbody>
</table>

**Will Notify:**
- [ ] Colleagues
- [ ] Departments/Instiutions

**Notify Via:**
- [ ] Phone
- [ ] Letter
Academic Recruitment

Recruitment Plan for an Academic Position

Please use this form to create your recruitment plan. If you would like to review or edit an existing recruitment plan, you may find it here.

Complete each section before proceeding to the next. After completing a section, click the "Next" button at the bottom of the page to move to the next section. Your data will be saved as you complete each section. You may go back to a completed section by clicking on a navigation tab below. After completing every section, you will be able to review your recruitment plan before submitting it for approval.

1 - Enter the name of individuals you want to serve on the committee here.

They will pop up here, assign their role using the drop-down menu and click on "Select.”

3 - The committee will appear here in a list. Use the "Change Role," and "Remove" links if changes occur.
Academic Recruitment

Recruitment Plan for an Academic Position

Please use this form to create your recruitment plan. If you would like to review or edit an existing recruitment plan, you may find it here.

Complete each section before proceeding to the next. After completing a section, click the "Next" button at the bottom of the page to move to the next section. Your data will be saved as you complete each section. You may go back to a completed section by clicking on a navigation tab below. After completing every section, you will be able to review your recruitment plan before submitting it for approval.

In this section, identify the person responsible for approving the recruitment plan for submission (normally, a department chair, or as authority has been delegated). Type the person’s name (LASTNAME, FIRSTNAME) in the box below and click the "Search" button. When the search results appear, click "Select" under "Action" to confirm the entry. Click the "Next" button to see an overview of this recruitment plan before it is submitted for unit approval.

2 - They will pop up here. Use the drop down to select the Hiring Unit, and then click "Select."
Recruitment Plan for an Academic Position

This section provides an overview of the recruitment plan before it is formally submitted for unit approval. Please review the details for accuracy and completeness. You may edit the recruitment plan by clicking the appropriate button at the bottom of the page. Click the "Submit" button at the bottom of this section to submit the recruitment plan for unit approval. An e-mail will automatically be sent to the unit head identified below to request a review of this proposed recruitment.

Recruitment Plan Overview

<table>
<thead>
<tr>
<th>Status</th>
<th>Not Yet Submitted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring Unit(s)</td>
<td>Jacobs School of Engineering - Dean of Engineering</td>
</tr>
<tr>
<td>Academic Title</td>
<td>PROFESSOR</td>
</tr>
<tr>
<td>Discipline(s)/Area(s) of Interest</td>
<td>ENGINEERING</td>
</tr>
</tbody>
</table>

Ad Text

<table>
<thead>
<tr>
<th>Academic Title</th>
<th>PROFESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>ENTER AD TEXT HERE</td>
</tr>
<tr>
<td>Salary</td>
<td>$100</td>
</tr>
<tr>
<td>Closing Date</td>
<td>04/27/12</td>
</tr>
<tr>
<td>To Apply</td>
<td>ENTER HOW TO APPLY HERE IF IT ISN'T ALREADY ADDRESSED IN THE AD TEXT</td>
</tr>
<tr>
<td>AA-EOE</td>
<td>UCSD is an Affirmative Action/Equal Opportunity Employer with a strong institutional commitment to excellence through diversity.</td>
</tr>
</tbody>
</table>

Advertising/Outreach Efforts

Journals, websites, listservs, professional organizations/associations to be utilized to publicize the open position:

IEEE
PHYSICS TODAY
SCIENCE
NATURE

<table>
<thead>
<tr>
<th>Will notify</th>
<th>Visi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleagues</td>
<td>Phone</td>
</tr>
<tr>
<td>Departments</td>
<td>E-Mail</td>
</tr>
<tr>
<td></td>
<td>Letter</td>
</tr>
</tbody>
</table>
Once you have reviewed all the information, you will "Submit for Review." At this point the Department Approver will approve, and it will be automatically submitted to OADEO.

EMAIL MINDY AND ERIN ONCE YOU HAVE SUBMITTED FOR REVIEW SO WE CAN TRACK THE PROCESS!!!
After your recruitment plan has been approved:

- Department processes vary, but the following should occur:
  - Place your advertisement.
  - Assist recruitment committee in the process of reviewing applications if necessary.
  - Assist the search chair and committee to prepare evaluation criteria, and Submit the “Search Chair Evaluation Criteria and Process Statement”
SEARCH CHAIR EVALUATION CRITERIA AND PROCESS STATEMENT

[For Ladder-rank Faculty Recruits – General Campus and SIO]

DEPARTMENT: [Insert Department Name]
Position level and discipline of recruitment: [Insert Position Level and Discipline]
OAD60 recruitment tracking #: [Insert Tracking Number]

RATIONAL FOR STATEMENT:
The process used to evaluate candidates is vital in identifying the best candidate for a position. A search committee will be most effective if all members agree in advance on the evaluation criteria to be used and the need for a fair, equitable, and defensible selection process.

GUIDELINES FOR THE SELECTION PROCESS:
- Avoid evaluation bias. Become knowledgeable about research or bias and assumptions how they can adversely impact the selection process; strive to minimize their influence.
- Apply agreed-upon criteria and selection process. Agree in advance on advance the evaluation criteria and selection process (including how to handle disagreements during the process). Apply them consistently.
- Take sufficient time. Evaluate the entire application of each candidate who meets minimum standards.
- Conduct a comprehensive search. Have at least two search committee members review each application.
- Don’t rank order immediately. Assess each candidate using agreed-upon evaluation criteria before determining overall ranking. Ranking of candidates should be derived from evidence-based judgments rather than general impressions.
- Define the scope of the search. Do not select candidates solely on the basis of an affiliated institution; do not select applicants based primarily on who they know.
- Look for evidence. Be able to back up statements, opinions, and decisions with evidence in the application.

SUBMISSION:
Submit this document to department staff, who will attach it to the Recruitment Interim Report. The interim report must be approved by the dean before any candidate is invited for an interview.

SEARCH CHAIR STATEMENT:
After discussing the evaluation criteria with your faculty advisor, please fill out the information below.

1. Identify the agreed-upon evaluation criteria to be used in evaluating applicants:
- Potential for (or evidence of) scholarly impact
- Potential for (or evidence of) research productivity
- Potential for (or evidence of) contributions to diversity (see “Guidelines to Evaluate Contributions to Diversity”)
- Potential (or demonstrated ability) to attract and advise graduate students
- Potential for (or evidence of) collaboration
- Potential (or demonstrated ability) to teach and advise undergraduate students
- Potential (or demonstrated ability) to be a considerate university community member
- Other criteria:

2. Briefly describe the selection process to be used from the stage of initial screening to determining the short list of candidates. A typical example is provided below; please edit as needed to reflect your selection process.

Using the agreed-upon evaluation criteria, applicants are evaluated based on their ability to meet the criteria listed above. The committee members will review the candidates and determine which candidates should be invited for an interview. This decision will be based on a combination of their qualifications and their potential to contribute to the diversity of the faculty. The committee will then invite the selected candidates for interviews, ensuring that a diverse pool of candidates is represented.

3. Contributions to Diversity and the Recruitment Interim Report

For General Campus and SIO recruits, a Recruitment Interim Report is to be approved before any candidate is invited for a formal interview. The purpose of the report is to identify those candidates on the short list who have job skills and/or experience in diversity-related activities that could be used to enhance the diversity of the campus. To assist the faculty equity advisor and the dean in assessing candidates with this skill set, please list in the space below all candidates on the short list (i.e., those invited for interviews as well as those who have a good potential to be interviewed), indicate those who are identified to be interviewed, rank each candidate on a scale of 1 (low) to 5 (high) for contributions or potential contributions to diversity, and provide an explanation for the ranking. Candidates’ personal statements or C.V.s may be attached as supporting documentation.

1. Name of Candidate: [Insert Name]
   Proposed for interview: [Yes/No]
   Ranking for contributions to diversity (1 low) to (5 high):
   Explanation for the ranking:

2. Name of Candidate: [Insert Name]
   Proposed for interview: [Yes/No]
   Ranking for contributions to diversity (1 low) to (5 high):
   Explanation for the ranking:

3. Name of Candidate: [Insert Name]
   Proposed for interview: [Yes/No]
   Ranking for contributions to diversity (1 low) to (5 high):
   Explanation for the ranking:

4. Name of Candidate: [Insert Name]
   Proposed for interview: [Yes/No]
   Ranking for contributions to diversity (1 low) to (5 high):
   Explanation for the ranking:

For additional candidates, please use the pages following the signature block.

Office of Academic Diversity and Equal Opportunity, UI [Signature]
Rev. 07/06/10
Submit “Interim Report”

- CC Mindy and Erin when you submit this report to OADEO
- The report includes documentation of the outreach effort (photocopies of all job postings from journals, Web sites, flyers, letters to colleagues, etc.). It also includes the Search Chair Evaluation Criteria and Process Statement. The Recruitment Interim Report will be signed by the department chair, reviewed by the faculty equity advisor, OADEO, and the dean.
- The department *may not invite candidates* to campus for interviews until the dean has approved the interim report.
You do not need to fill this out. Simply generate the auto report from online recruit.
Candidate Interviews

To be done per your department’s practice
- Invite top candidates for talks/interviews/meeting faculty
- Search committee to deliberate
- Top candidate selected
Submit “Selection Report”

- cc Mindy and Erin when you submit to OADEO (adeo@ucsd.edu)
- First to OADEO
- Then to JSOE Dean’s Office
- Then approval back to OADEO/Department
- Then you can submit an appointment file!
# UCSD Recruitment Selection Report

Office of Academic Diversity and Equal Opportunity (OADEO)

This report summarizes the recruitment effort. It shows the selected candidate, the final tally of all applicants, the short list of candidates, and includes the search chair's selection statement (to be attached).

## Selected Candidate: CANDIDATE A

**Jacobs School of Engineering**

**Gender:** M

**Ethnic Code:** E

**Proposed Rank:** PROFESSOR

**Step:** 1

**Begin Date:** 7/1/12

## 1. Total Applicant Pool

Complete unshaded areas only. Percentages and totals will be calculated automatically.

An applicant is someone who submitted clear evidence of interest, e.g., inquiry letter, curriculum vita.

<table>
<thead>
<tr>
<th>CODES</th>
<th>(A)</th>
<th>(E)</th>
<th>(B)</th>
<th>(C)</th>
<th>(F)</th>
<th>(U)</th>
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<td>TOTAL</td>
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<td>WOMEN</td>
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<td>0</td>
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</tr>
</tbody>
</table>

## 2. Short List of Candidates by Count and by Name, Gender, and Ethnicity

The short list should include those candidates who were interviewed as well as those who had a good potential to be interviewed.

<table>
<thead>
<tr>
<th>NAME</th>
<th>GENDER</th>
<th>ETHNICITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>CANDIDATE A</td>
<td>M</td>
<td>E</td>
</tr>
<tr>
<td>CANDIDATE B</td>
<td>M</td>
<td>C</td>
</tr>
<tr>
<td>CANDIDATE C</td>
<td>F</td>
<td>F</td>
</tr>
</tbody>
</table>

## 3. Attachments

- For ladder-rank faculty searches on the General Campus and at SIO, attach only the Search Chair Selection Statement (form).
- For ladder-rank faculty searches in Health Sciences, attach the Search Chair Selection Statement (form) and outreach documentation.
- For recruitments of all other academic positions in any campus area, attach the following documentation:
  1. Written, signed statement by the search committee chair describing: a) the selection criteria, b) the selection process, c) how each seriously considered candidate met or did not meet the criteria.
  2. Photocopies of all job postings and announcements as posted in journals and on Web sites and distributed via e-mails, listservs, and letters (include distribution list) as proposed in the recruitment plan.

## DEPARTMENT/ORU:

Prepared by: [Department Contact]

Phone Ext: [Phone Extension]

Fax Ext: [Fax Extension]

Mail Code: [Mail Code]

Signature of Organizational Unit Head: [Department Chair]
When you do not need to worry...

- Postdoctoral scholars.
- Non Salaried Appointments.
- Appointments at less than 50% time (unless ladder rank).
- Appointments greater than 50% time but two-quarters or less (AY) or six months or less (FY).
- Visiting appointments.
Questions?