



Academic Personnel Monthly Information Session

Best Practices in Academic Recruitment

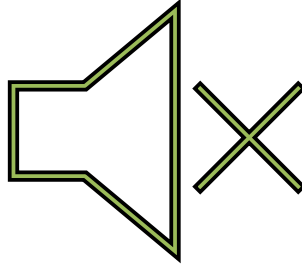
Presenters: Nirti Naidu, Lynn Yang & Danna Zamora
Office of Academic Personnel
Date: January 27, 2026



Best Practices in Academic Recruitment

- ✓ Recruitment Overview Refresher
- ✓ Best Practices: Department Administrative Level
- ✓ Best Practices: Candidate Engagement
- ✓ Resources
- ✓ Questions & Answers

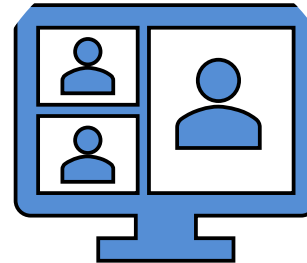
Housekeeping



Please keep yourself muted during the presentation



Ask questions in chat



Please keep your camera on during the presentation

Objectives:

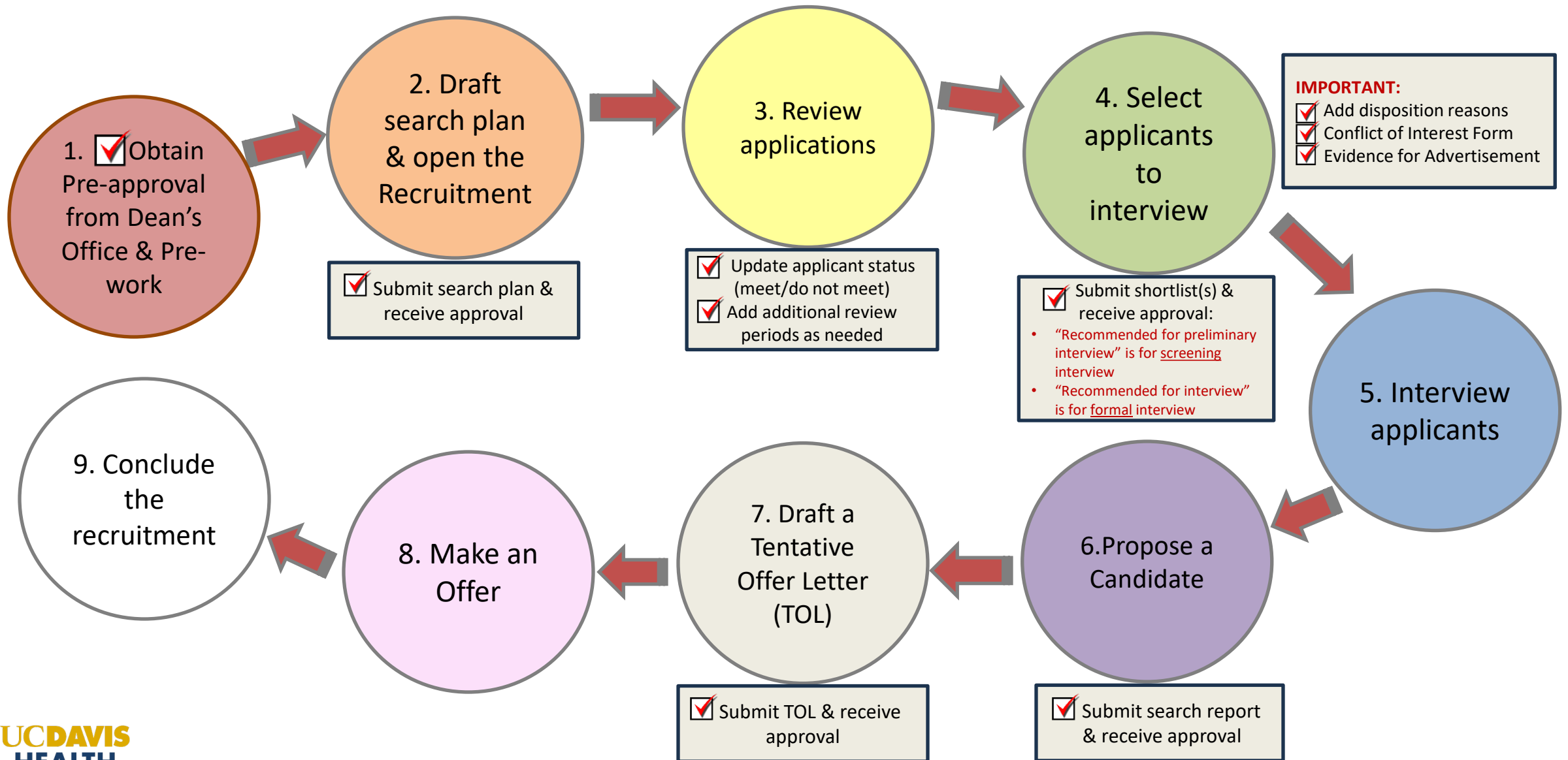
Increased understanding of:

- What is a successful recruitment?
- Best Practices: Department Administrative Level
- Best Practices: Candidate Engagement
- Available Tools and Resources

Past AP Info Session (10/24/2023):

[Recruitment Overview](#)

Refresher: Life Cycle of an Open Recruitment



Life Cycle of an Open Recruitment

1. Obtain a pre-approval from the Dean's Office & Pre-work
2. Draft search plan & open the Recruitment
 - Submit the search plan & receive approval*
3. Review applications
4. Select applicants to interview
 - Submit shortlist(s) & receive approval*
5. Interview candidates
6. Propose a Candidate
 - Submit search report(s) & receive approval*
7. Draft a tentative offer letter (TOL)
 - Submit & receive approval*
8. Make an offer to the final candidate(s)
9. Conclude the recruitment

Best Practices in Recruitment Objectives:

A **recruitment** involves...

finding individuals whose skills, experience, and values align with the needs and goals of the Department, School of Medicine, and UC Davis Health.

A **successful recruitment** is...

the process through which we attract, identify, and select the best candidates who not only meet the academic and professional requirements, but it also ensures that we bring in individuals who contribute to the growth, diversity, and excellence to our University.

What does a **productive recruitment** include?

- Planning a search timeline
- Outlining the expectations of the role in the position description
- Recruiting a broad and deep group of candidates
- Evaluating candidates fairly
- Managing welcoming and informative campus visits

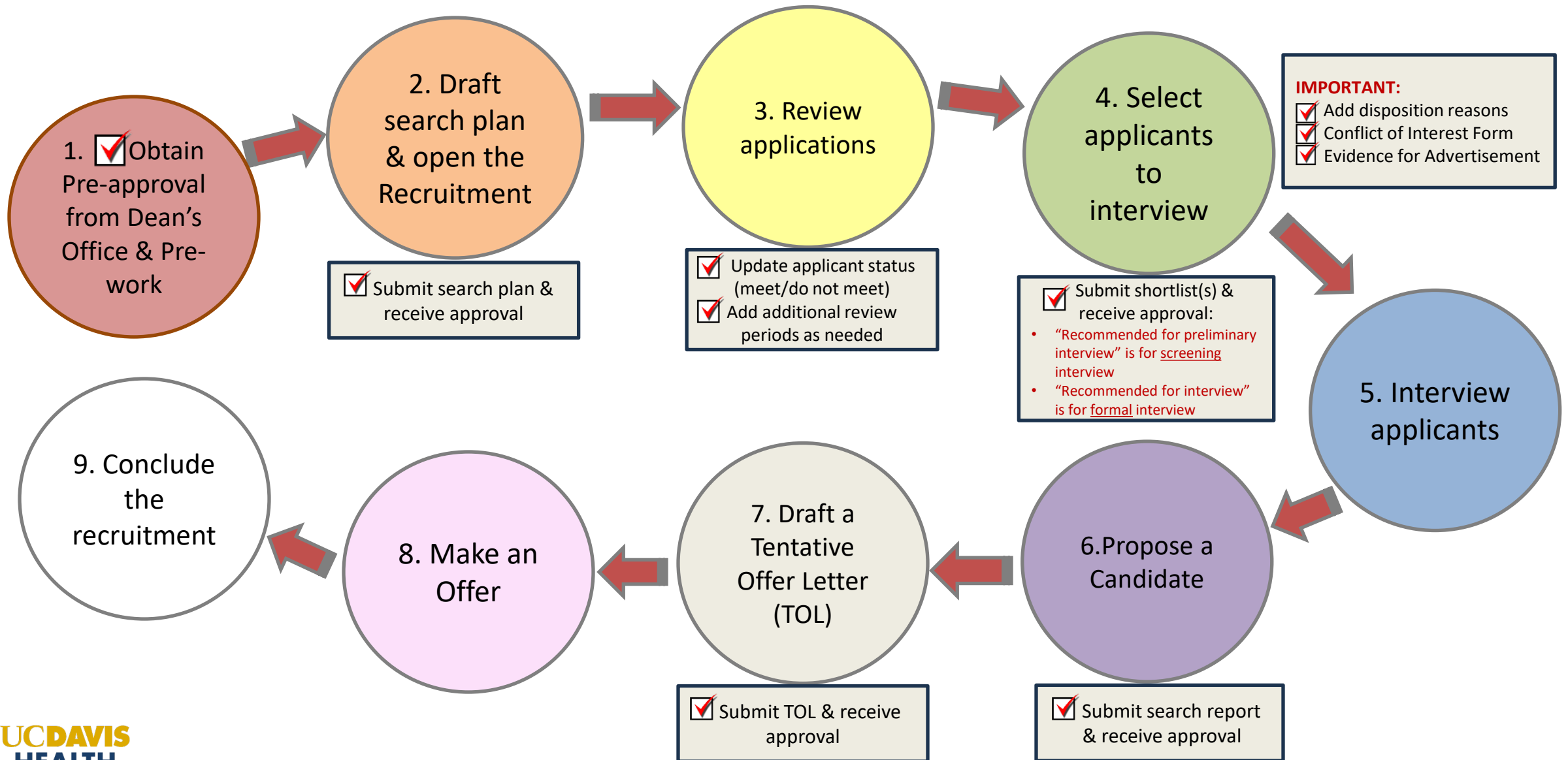
Best Practices for Conducting Faculty Searches, Harvard University Faculty Development and Diversity Office, 2022

Benefits of a **productive recruitment**

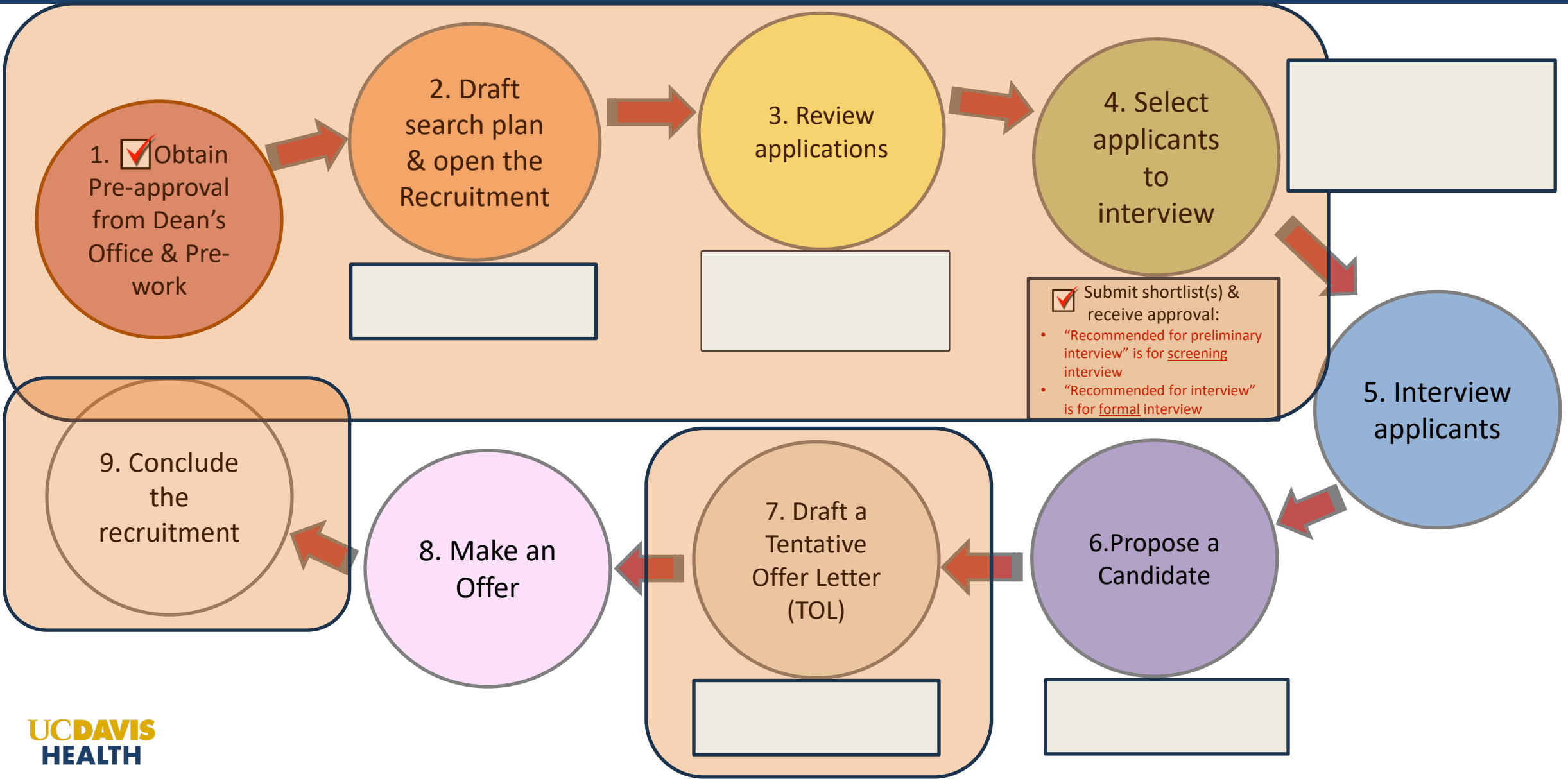
A successful recruitment hiring process ensures:

- **Smooth Process:** Saves time and money, ensuring efficient steps in recruitment.
- **Positive Candidate Experience:** Builds strong rapport, ensuring candidates start on a positive note.
- **Continuous Improvement:** Maintain effective elements, while adjusting for better efficiency.
- **Branding Impact:** Recruitment success reflects positively on the Department, School of Medicine, and UC Davis overall.
- **Alignment with University Mission:** Supports UC Davis's broader mission by ensuring high-quality hires.
- **Session Goal:** Provide actionable tips to enhance your recruitment experience and that of your department.

Best Practices at the Department Administrative Level



Best Practices at the Administrative Level



Creating a Search Committee

2. Draft
search plan
& open the
Recruitment

Submit search plan &
receive approval

Senate Faculty Recruitments

- Search committee chair must participate in STEAD workshop

Non-Senate Faculty Recruitments

- Search committee chair and members may complete the e-course training

Research Track

- The training is no longer required

[Event Management System](#)

Reviewing Applications

3. Review applications

- Update applicant status (meet/do not meet)
- Add additional review periods as needed

Best Practices:

- Review applicants within the same review period
- Update candidate status
- Add additional review dates

Creating a Shortlist

4. Select applicants to interview

- Submit shortlist(s) & receive approval:
- "Recommended for preliminary interview" is for screening interview
 - "Recommended for interview" is for formal interview

Two types of shortlists:

1. **Recommended for preliminary interview**
 - Used when you would like to conduct a screening interview
2. **Recommended for interview**
 - Used for candidates you would like to invite for the formal interviews

Proposing a Candidate

6. Propose a
Candidate

Submit search report
& receive approval

Best Practices:

- Upload a signed COI form for each review period
- Upload all evidence of advertisements
- Update all candidate statuses and provide disposition reasons
- Confirm the proposed candidate has a signed Authorization to Release Information form uploaded

Tentative Offer Letter (TOL)

7. Draft a
Tentative
Offer Letter
(TOL)

Submit TOL & receive
approval

Timeline:

- 24 business hours for the recruitment team review
- 48 business hours for the TOL committee review
- Allot 72 business hours total for TOL review and approval


Minimize delays by checking:

- Candidate requirements
- Letter typos and errors

Reminders:

- Ladder Rank candidates require a misconduct check
- Startup funds over \$1 million requires provost approval

Process of Making an Offer



8. Make an Offer

SOM Offer Letter Generator

Negotiations:

- If negotiating, mark the TOL as “rescinded,” and the system will create a duplicate letter for revision

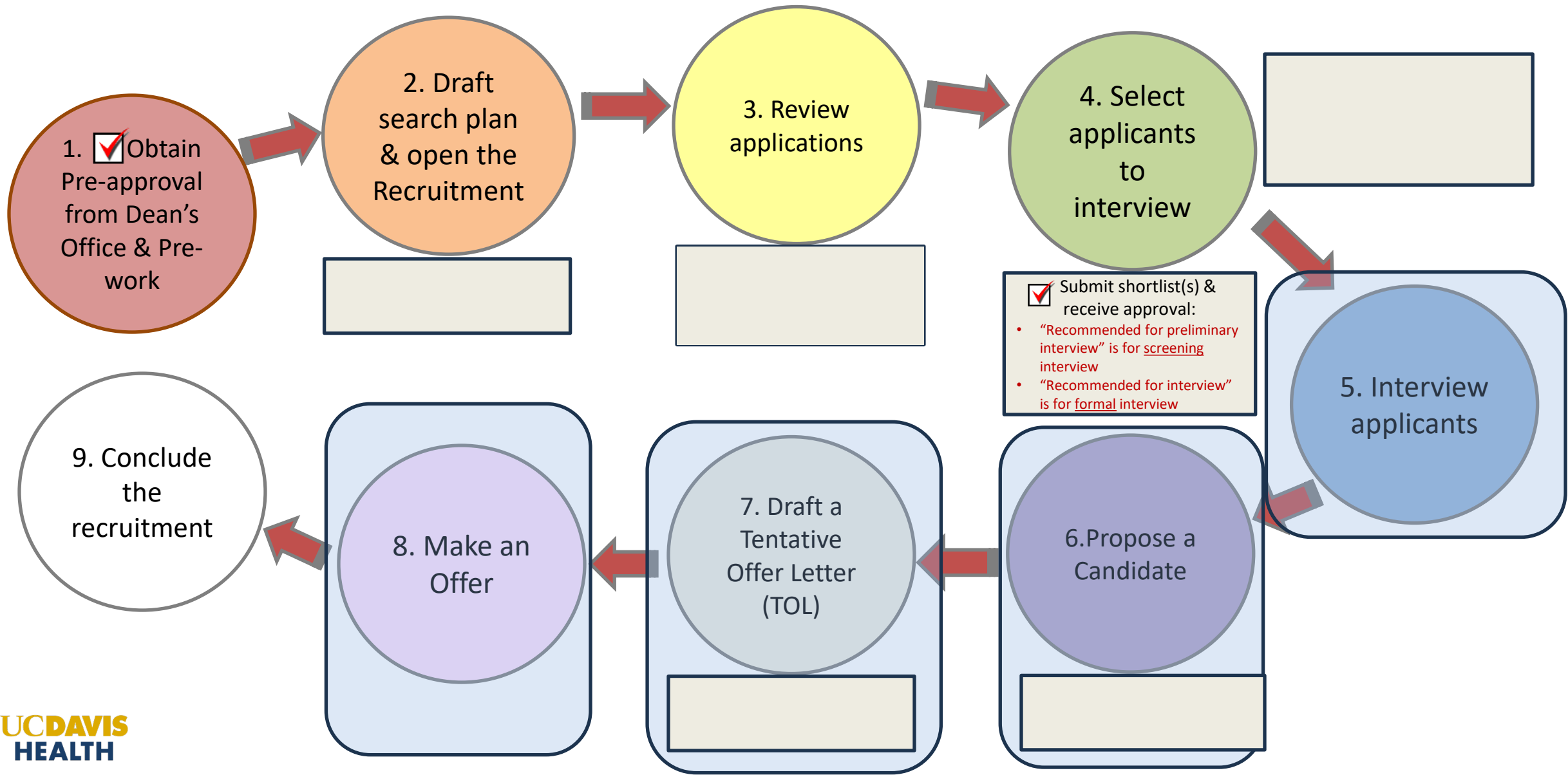
Declining an offer:

- “Terminate” the offer to stop the process completely

Accepting an offer:

- Once signed, the system will automatically notify all parties (department staff, candidate, AP)

Best Practices for Candidate Engagement



Importance of Candidate Engagement

1. Attracts Top Talent & Builds Institutional Reputation (Department & University)
2. Enhances Candidate Experience & Fosters Long-Term Commitment
3. Effective and Efficient Recruitment

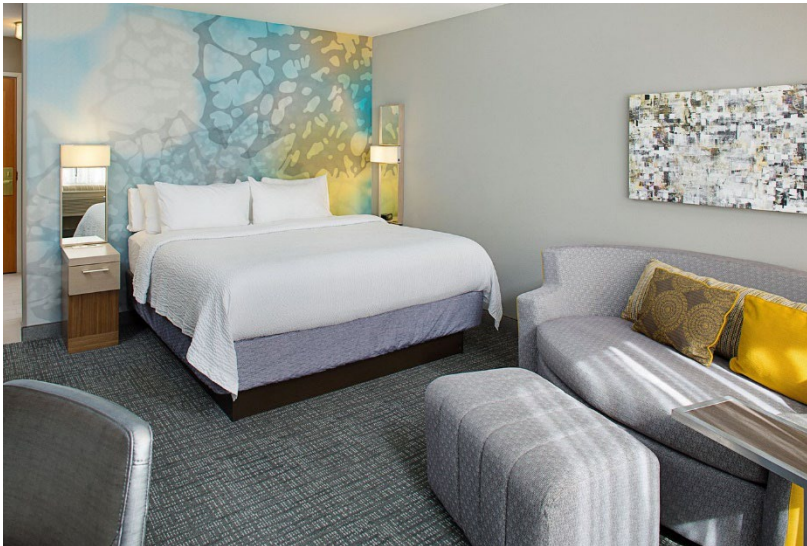


Preparing for Interview Day

5. Interview applicants

Itinerary with flight and hotel arrangements

- Length of stay (1 day or 2 days, overnight)
- Lunch/Dinner with colleagues
- Airport transfers



Resources for Department

5. Interview applicants

Available resources (Recruitment Toolkit):

- Sample Interview Questions & Schedule
- Sample Candidate Evaluation Forms
- Sample Email Templates for Interview Process



Sample Interview Questions for Faculty Candidates

To help facilitate the search process, the Office for Equity, Diversity and Inclusion and the Office of Academic Personnel have compiled a list of questions that faculty might use during telephone and/or on-campus interviews. However, all of the questions are unbiased and appropriate to ask. **We hope you find this helpful.**

Introductory Questions

- What attracted you to this position?
- What contributions can you make to our college/department?
- The University is committed to building a culturally diverse and inclusive environment. How would you further this goal?

About the candidate's professional background

- Tell us a little more about your professional experiences, particularly those not mentioned on your resume/application.
- What do you consider to be your particular strength(s)?
- What motivates you to do your best?
- Describe how you go about solving a problem? Please give us some examples.



Summary Chart of Legal Interview Questions

TOPIC	LEGAL QUESTIONS	DISCRIMINATORY QUESTIONS
Family Status	Do you have any responsibilities that conflict with the job attendance or travel requirements? Must be asked of all applicants.	Are you married? What is your spouse's name? What is your maiden name? Do you have any children? Are you pregnant? What are your childcare arrangements?
Race	None	What is your race?
Religion	None You may inquire about availability for weekend work.	What is your religion? Which church do you attend? What are your religious holidays?
Residence	What is your address?	Do you own or rent your home? Who resides with you?
Sex	None	Are you male or female?
Age	If hired, can you offer proof that you are at least 18 years of age?	How old are you? What is your birthdate?
Arrests or Convictions of a Crime	Have you ever been convicted of a crime? You must state that a conviction will be considered only as it relates to fitness to perform the job being sought.	Have you ever been arrested?

Resources for Candidates

5. Interview applicants

Resources to consider sharing with candidates:

- [Preparing for the Academic Job Talk](#)
- [UC Facts and Figures 2025](#)
- [UC Benefits of Belonging](#)
- [UC Davis Health Vision, Mission, Values](#)

THE UNIVERSITY OF CALIFORNIA AT A GLANCE FEBRUARY 2025

The University of California improves the lives of people in California and around the world through world-class educational opportunities, groundbreaking research, top-rated health care and agricultural expertise. We are driven by values of public service in all we do.

EDUCATION

Total enrollment	299,407
Undergraduate students	236,070
Graduate students	63,337
Alumni	2.5 M
More than 170 academic disciplines	

UNDERGRADUATE SNAPSHOT

California resident	84.2%
Nonresident	15.8%
Community college transfer	26%
First-generation students	36%
African American	5%
Hispanic/Latino(a)	27%
White	20%
Asian	37%
Graduation rate	4-YEAR 5-YEAR 6-YEAR
ALL STUDENTS	73% 84% 86%
PELL STUDENTS	67% 81% 83%

STUDENT FINANCIAL AID

Total financial aid	\$5.3 B
Federal aid	\$1.73 B
> Federal Pell Grants	\$495 M
> Undergrads who qualify for Pell Grants	35%
> CA undergrads who qualify for Pell Grants	41%
University aid	\$2.11 B
State aid	\$1.28 B
Private aid	\$221 M
CA undergrads with tuition fully covered	54%
CA undergrads who pay full tuition	33%
CA undergrads without loans at graduation	64%



UC Davis Health: Join the Team

DELIVERING TOMORROW'S HEALTH CARE TODAY

Join our Culture of Care

U.S. News ranked UC Davis Medical Center among the nation's best in 8 adult specialties and as Sacramento's #1 hospital.



Primary Care Physicians

Hiring Internal Medicine, Family Medicine, and Pediatric doctors.

[Apply today →](#)



CRNAs

Hiring in multiple specialties. Flexible schedules available including 3-day workweeks.

[Apply today →](#)

Believe in Better Health For All

We believe the ability to live a healthy life should be enjoyed by every person. And we're committed to inspiring better health for all, not just our patients.

That's why we're working with communities, local cities and other partners to remove barriers to health through initiatives that support access to fresh, locally sourced food, stable housing and job security, mental health care and support and more.

[Learn more about Believe in Better](#)



UC Davis Health Join the Team

UCDAVIS
HEALTH



Anesthesiologists

Hiring in pediatrics, OB, pain management, perioperative care, critical care and more.

[Apply today →](#)



48X Opportunities

The new 48X Complex opening summer 2025 is hiring for a variety of roles including clinical, nursing, and non-clinical positions.



Other Career Opportunities

For additional UC Davis Health careers visit our Human Resources page.

[Learn more →](#)

UC Davis Health: Living in Sacramento Resources

Things To Do



Folsom Lake and Lake Natoma

Located about 25 miles east of Sacramento, people from around the region flock to these two lakes in the summer. Folsom Lake, a hot spot for camping, boating and enjoying nature, feeds into Lake Natoma, which is home to the [Sacramento State Aquatic Center](#) and a perfect place for kayaking and paddle boarding.

[Check Out Folsom Lake State Recreation Area](#) → [Read More About Lake Natoma](#) →



River Recreation and the American River Bike Trail

Snaking through the Sacramento region, you'll find the [American River](#) and the [Sacramento River](#), great for year-round recreation. Millions of cyclists, joggers and walkers enjoy exploring miles and miles of interconnected American River bike trails, like the [Jedediah Smith Memorial Trail](#).

[Learn About the American River Bike Trail](#) →

What to Expect



Exploring Sacramento

- [Video – Sacramento at a Glance](#)
- [Visit Sacramento's guide to the city](#)
- [Old Sacramento](#)
- [California State Capitol](#)
- [Midtown Sacramento](#)



Local Food and Sports

- [Local restaurants, breweries and coffee shops](#)
- [Golden 1 Center: Home of the Sacramento Kings](#)
- [Sacramento River Cats](#)
- [Sacramento Republic FC](#)



Arts and Entertainment

- [Crocker Art Museum](#)
- [The Mondavi Center at UC Davis](#)
- [Sacramento Area Museums](#)
- [Broadway Sacramento](#)

UC Davis Health: Living in Sacramento Resources



Places to Live in Sacramento

Known as the City of Trees, Sacramento has an abundance of beautiful, old trees that adorn its streets and parks, such as [William Land Park](#). In fact, [Forbes ranked Sacramento as the best place to live in California](#). There are many other suburbs located just outside city limits that are great places to raise a family and enjoy a smaller community feel. Here are several communities and cities in and near Sacramento to find housing:

- [East Sacramento](#)
- [Land Park and South Land Park](#)
- [Midtown Sacramento](#)
- [Oak Park](#)
- [Natomes](#)
- [Carmichael](#)
- [Citrus Heights](#)
- [Davis](#)
- [Elk Grove](#)
- [Fair Oaks](#)
- [Folsom](#)
- [Granite Bay](#)
- [Rancho Cordova](#)
- [Rocklin](#)
- [Roseville](#)
- [West Sacramento](#)
- [And more...](#)

Interview Process

5. Interview applicants

Fair Interview Practices

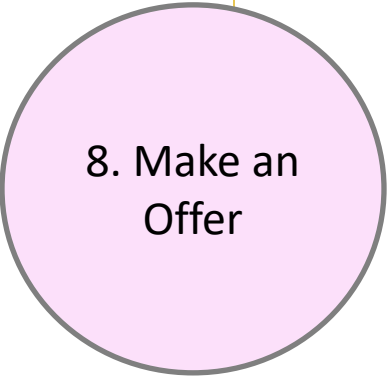
- Consistency amongst candidates

Best Practices during interview:

- Highlight Department and UC Davis Health strengths



Hiring Incentives



8. Make an Offer

Hiring Incentives*

- Capital Resource Network (CRN)
- Faculty Recruitment Housing Allowance (FRA)
- Zero Interest Supplemental Home Loan (ZIP)
- Partners Opportunity Program (POP)
- Work Life Balance Program
- Startup Funds

**Changes may affect these programs occasionally; check on the latest hiring incentives with your AP recruitment analyst*

Onboarding Best Practices:

- Provide clear and open communication, effective training, feedback, and ongoing support.
- Provide a variety of opportunities that foster belonging and integration with their peers and people from other areas that frequently connect with their position.



Onboarding Best Practices:

- Match your new faculty with an onboarding buddy and/or mentor for guidance in understanding and navigating the department and university.
- Encourage exploration of and participation in campus activities and community groups.
- Consider connecting them with the Capital Resource Network.



AP Recruitment Transparency

1. Transparent View of Academic Recruitments
2. Recruitment Request and Notification Portal (& Status View)

[Link to the Portal](#)



Changes Coming to the Employment Disclosure Process Spring 2026

Department names and emails involved in the academic hiring process are needed to build the Smartsheet Database.

Send to Lisa Reevesman at lareevesman@health.ucdavis.edu by January 27th

Recruitment Toolkit:

- ✓ Administrators and Managers View
- ✓ Department Chair View
- ✓ Principal Investigator View
- ✓ Search Committee View

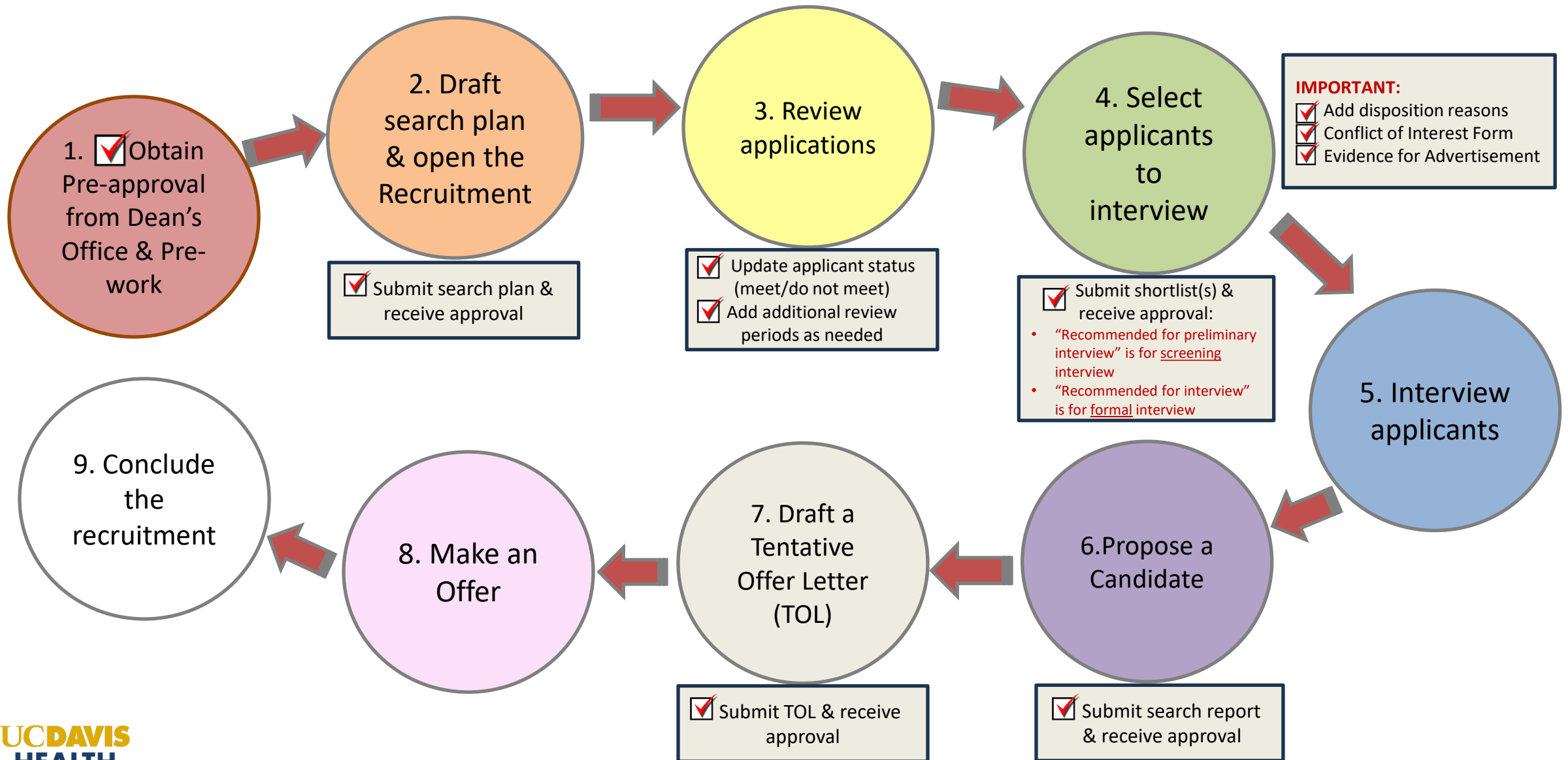
Department Level Search Guide

- ✓ [step-by-step guide of conducting an open recruitment](#)
- ★ **NEW!** Sample Search Plan

AP Recruitment Analysts

- ✓ [Department support list by team](#)

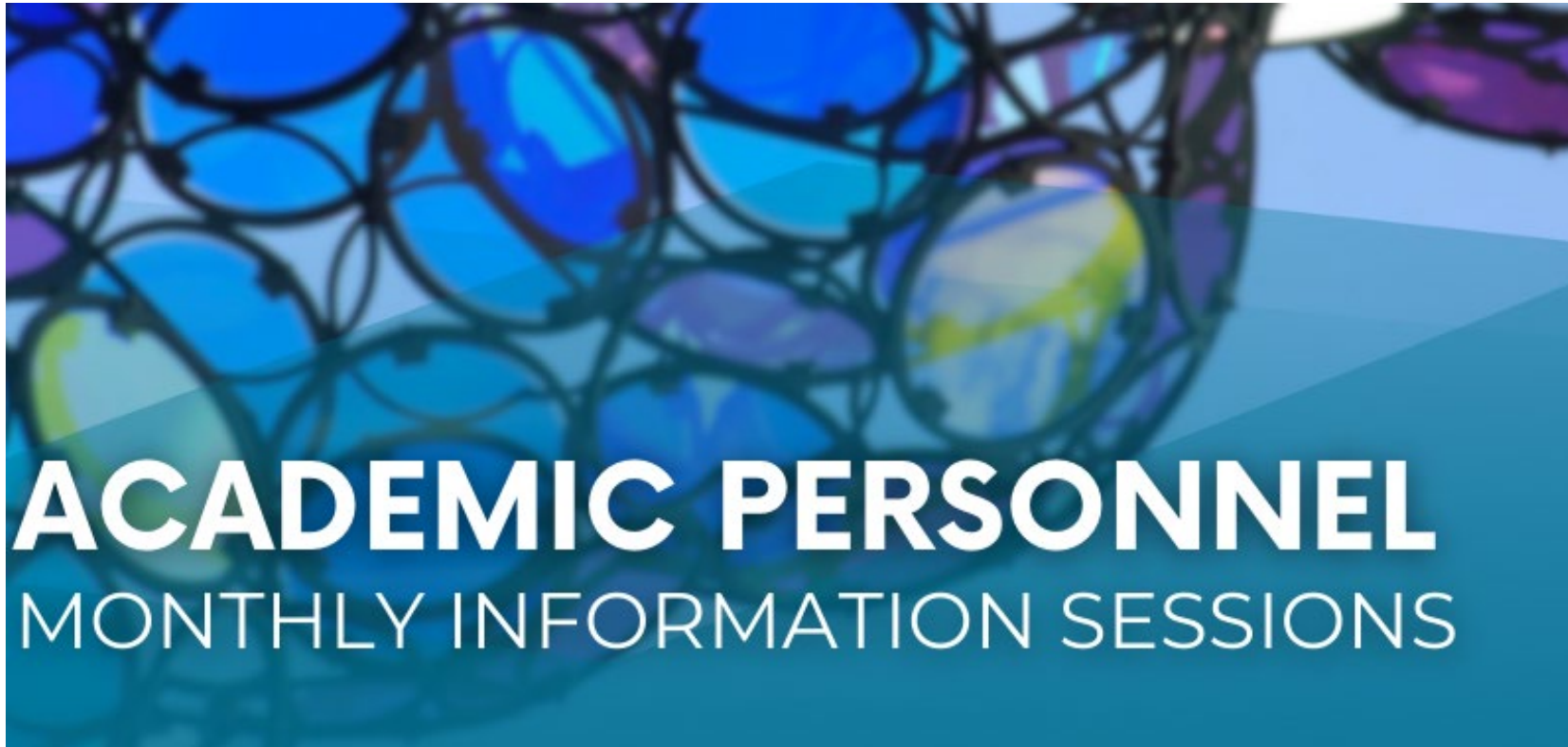
Recap/Review



Questions



Upcoming Session-Tuesday, February 24 12-1pm



Thank you for your attendance today! 😊