

## **RBHS Faculty Recruitment Guidance and Policy (Revised July 2023)**

*The following applies to the recruitment of all faculty 0.5 FTE or greater on all tracks and Clinically-Focused University Practitioners (CFUPs). Faculty who are being appointed at less than 0.8FTE in RSDM do not require a national search.*

**This revised guidance puts greater emphasis on process and training and less on day-to-day oversight. This requires leaders at all levels within the schools/units to play an active role in assuring that those who interact in this process participate in training, understand procedures and policy, and follow criteria. Compliance with the below will be evaluated via audit and sampling retrospectively, rather than detailed oversight prospectively.**

### **Resources:**

The following are resources which those engaged in the recruitment process shall be familiar with in order to assure that searches are conducted in thorough and compliant ways and that offers are prepared appropriately.

[RBHS Faculty Appointments Manual](#)- This manual provides extensive details and relevant information regarding the entire recruitment and offer process. It is the expectation that all searches and offers comply with the concepts and policies in this manual. If there are any questions about this manual or if you would like to have any portions of this manual reviewed with you or your teams, please contact Meredith Mullane (mmullane@rbhs.rutgers.edu).

[Search Committee Training Presentation](#)- It is the expectation that all search committees are charged prior to beginning the work of the search process. The charge shall include specific details regarding the search, position description, requirements of the process including, but not limited to, advertisement and identifying candidate, search timeline, interviewing, and referencing. Additionally, the charge must include implicit bias training. We have identified a small group of individuals, designated by the Deans and Directors, to deliver this training within each of the Schools and Centers/Institutes. As evidenced by search forms, this training is not occurring for all searches. We are available to train additional staff to deliver the search charge. Note, this search presentation can be modified to include unique school/unit factors or processes.

*Diversity and Inclusion Learning Opportunities*- The Search Committee Training above includes a brief section on implicit and unconscious bias as it applies to the search process. It is highly encouraged that all employees regularly participate in learning activities to develop their growth and knowledge of these topics. There are a number of opportunities offered through the Vice Chancellor for Diversity and Inclusion's Office:

<https://facultyaffairs.rbhs.rutgers.edu/diversity-inclusion/diversity-equity-and-inclusion-at->

[rbhs/](#). Of specific note, there are two self-directed Canvas courses with certificates available on completion: [“What Should I Do Now? Anti-Racism Training”](#) and [“Implicit Bias Training”](#). You can also self-enroll in the several modules offered by the [LinkedIn Learning resources Starting Points and Learning Paths](#). You are encouraged to contact Dr. Sangeeta Lamba ([lambasa@njms.rutgers.edu](mailto:lambasa@njms.rutgers.edu)) to discuss the needs at the local level.

*One-to-One Orientations*- All new Chief, Chairs, Department Administrators and others conducting searches, leading search committees, or providing administrative support for the search process shall meet with Meredith and/or the Provosts to review the process and expectations. It is recommended that these meetings are conducted jointly with the School/Unit Faculty Affairs Office to assure that both School/Unit and RBHS process are understood.

In addition, the Provosts and Meredith Mullane will arrange sessions with departments either individually, or in small groups, to review the process and answer questions. Deans, Chairs, Directors, and School and Department Administrators are encouraged to contact Meredith Mullane or the Provosts at any time with questions, concerns or requests for additional training. If additional resources would be helpful to these processes, we would like to hear from you.

## **OFFER LETTERS**

After approval through the institute/center, if applicable, and the school’s internal process, including the Dean (or designee) or institute/center directors, the materials below shall be provided to Meredith Mullane ([meredith.mullane@rutgers.edu](mailto:meredith.mullane@rutgers.edu)).

### **The materials to be sent for review are as follows:**

- [RBHS Faculty Search Completion Form](#)
- Current (within the last 60 days) CV. While the RBHS format is not required at this phase, the CV must separately list all publications, and the type of publications and scholarly activity (e.g. primary peer-reviewed research, reviews, commentaries/editorials, and book chapters). For grants, the amount of annual direct cost funding, length of grant and the type of grant (e.g. NIH K01, R00, R01; other) must be clearly indicated. It is the expectation that the CV has been validated to assure that the representations regarding grants and publications are accurate.
- *References*
  - *For offers at the Assistant Professor rank or lower:* Offers must include three letters of reference, which should be collected routinely as part of the search process, before final selections of candidates are made. While

reference calls are helpful and may be included, they do not replace the need for the written letters of reference. *Exceptions need to include well-justified reasons why the offer letter is not needed prior to written offer letters.* The final approval package submitted through Perceptive Content must include the required letters.

- *For offers at the Associate Professor or higher rank:* Letters are preferred but detailed summaries of individual reference calls will be accepted. However, the final approval package submitted through Perceptive Content must include the required letters
- *As described in the RBHS Appointments Manual, reference letters should be solicited prior to the second round of interviews. In addition to the reference letters, a detailed summary of off-list references, how each referee knows the candidate, and a summary of the feedback obtained, shall be included for all offers. Please see the RBHS Appointments Manual for additional guidance on references.*
- Salary benchmark
- The appropriate business plan or budget documentation as per below:
  - If the recruitment includes a request for RWJBH Mission Support, a detailed business plan which includes salary support and funds to cover start-up and other expenses is required.
  - For individuals with clinical effort funded through RWJBH, the fully-executed Change Form must be attached.
  - For all offers at NJMS and RWJMS, a detailed business plan which includes salary support and funds to cover start-up and other expenses is required. This requirement will be assessed on an annual basis. For CFUP appointments, no business plan is required. The fully-executed Change Form is sufficient.
  - For all other schools, a business plan is not required at this time. This requirement will be assessed during the annual budget meetings. However, it is expected that the school, center or institute has budgeted for and can afford the expenses related to the recruitment.
- [Draft Offer Letter](#)
- If the offer includes an administrative supplement for a clinical faculty, include a list of current faculty within the department/division with similar administrative roles including the administrative title, job description, and the amount of the supplement. Meredith Mullane can assist with this process. We are working to create a database of this information to make this process more efficient. Once that has been completed, we will require this for all recruits with an administrative supplement

- If an offer includes an annual 12-months salary which is greater than \$500,000, an executive incentive or a clinician with a salary over the 50<sup>th</sup>ile of the relevant benchmark, please complete the [Benchmark and Proposed Compensation Spreadsheet](#).
  - Also required is a brief statement highlighting the exceptional qualifications of the candidate which support the compensation requested.

### **Review Process**

For CFUPs, RBHS Lecturers, RBHS Instructors, and non-tenure track faculty without start-up packages, the offer materials shall be sent to Alexis Fulks and Meredith Mullane. These packages are reviewed by Alexis/Meredith who assures that the offer complies with University policy and applicable collective negotiation agreements. The package is then sent to the campus Provost and finally the Chancellor for final approval. The school/unit will normally receive a response within *5 business days* of the receipt of a ***complete and accurate package***.

For tenure-track, tenure, and all non-tenure track offers that include start-up packages, the offer materials shall also be sent to Alexis Fulks and Meredith Mullane. These packages are reviewed by Alexis/Meredith who assures that the offer complies with University policy and applicable collective negotiation agreements. The offers are then reviewed by the campus Provost, or both Provosts for tenure and tenure-track offers, then Bishr Omary and finally the Chancellor. The school/unit will normally receive a response within *7 business days* of the receipt of a ***complete and accurate package***

Note: RBHS requires approval from UEC, OGC, Board Secretary and/or UHR if an offer includes a salary which is greater than \$500K or includes an executive incentive. In addition, we are in the process of working out a process to assess commercial reasonableness and fair market value (FMV) for faculty engaged in providing clinical care which involves external hospitals. Additional details on that process are forthcoming. In instances where review beyond RBHS is required, additional time will be needed to complete the offer process.

You will receive an email from Alexis/Meredith documenting all approvals. **No offer (verbal or written) may be initiated until the approval email is received.**