



Rutgers Health Faculty Recruitment Guidance and Policy (Revised June 2025)

The following applies to the recruitment of all faculty 0.5 FTE or greater on all tracks. Faculty who are being appointed at less than 0.8FTE in RSDM do not require a national search.

This 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 ensuring that those who interact in this process participate in training, understand procedures and policy, and follow criteria. Compliance with the guidance and policy below will be evaluated via audit and sampling retrospectively, rather than detailed oversight prospectively.

Resources:

The following are resources that those engaged in the recruitment process shall be familiar with in order to ensure that searches are conducted in a thorough and compliant way 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 Alexis Fulks (ahf37@rbhs.rutgers.edu).

[Search Committee Training Presentation](#)- It is the expectation that all search committee members have participated in the Rutgers Health Search Committee Training within the twelve (12) months prior to serving on a search committee. In addition, all search committees should be charged with the details regarding the specific search prior to beginning the work of the search process. We are available to offer the presentation to groups within the schools and units.

Additional Learning Opportunities- The Search Committee Training above includes a brief section on implicit and/or unconscious bias as it applies to best practices in hiring and retention. It is highly encouraged that all employees regularly participate in learning activities that foster skills in building supportive environments and a culture of respect for all at Rutgers Health. Employees may continue their learning through [upcoming events](#), a self-directed Canvas course with a certificate available on completion ([“Implicit Bias Training”](#)) and/or self-directed [LinkedIn Learning resources Starting Points and Learning Paths](#).

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 Mullane 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 [submitted](#) through Smartsheet. Alexis Fulks (ahf37@rbhs.rutgers.edu) will shepherd them through the approvals process.

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 below:* 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 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 appointment package submitted through Perceptive Content must include all required arms-length letters (if applicable).

- *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 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](#)
- Fair Market Value (FMV): for all faculty in RWJMS or NJMS who provide clinical services.
- If an offer includes compensation which is greater than \$600,000 or an at-risk executive incentive , please complete the [Benchmark and Proposed Compensation Spreadsheet](#).

Review Process

For RBHS Lecturers, RBHS Instructors, and non-tenure track faculty without start-up packages, the offer materials shall be submitted via Smartsheet for Assistant Vice Chancellor for Faculty Affairs (AVCFA), Alexis Fulks to shepherd through the approval process. These packages are reviewed by AVCFA who assures that the offer complies with University policy and applicable collective negotiation agreements. The package is then sent to a Provost and then 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 via Smartsheet for AVCFA to shepherd through the approval process. These packages are reviewed by AVCFA, 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: Additional approval is required from the University if an offer includes a salary which is greater than \$600K or includes an at-risk executive incentive. In instances where review beyond Rutgers Health is required, additional time will be needed to complete the offer process.

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