

**Campus Interview Visits: Best Practices Handbook for Academic  
Recruitments  
University of California, Santa Cruz**

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## **Introduction**

This document is a work-in-progress handbook of best practices for hosting candidates for academic positions during their interview visits to the University of California, Santa Cruz campus.

A primary goal of all employment interviews is to find out if the candidate is the right person for the position. However, a commonly overlooked aspect of these visits is that “the candidates are interviewing you at the same time you are interviewing them.” Therefore, it is important to make the interview experience as positive as possible. In a competitive recruitment environment, it is important to consider all aspects of the candidates visit: the accommodations; transportation; free time to see the campus and community; a well-scheduled interview day; well-attended seminar; pleasant meals; activities for their spouse/partner and/or children if they accompany the candidate; and an opportunity for them to get questions answered about our research and teaching programs and relocating to the area.

Another aspect that makes academic interviews unique is the time commitment for the candidate, the search committee, and the recruitment coordination staff. Most departments on the UC Santa Cruz campus allot between one and three full days for the interview. With this interview framework, there are unique challenges and equally unique solutions.

Inside this handbook, you will find handy practices, ideas, and tips you may find useful in planning visits that will help your department achieve it’s goal of recruiting the most diverse and qualified faculty possible.

These recommendations have been made by a committee of department managers and divisional staff across all campus academic divisions. If you have additional recommendations that you would like to make, please forward them to Academic Personnel, apo@ucsc.edu .

## **General Organizational Tools**

With the volume of candidates many departments see during recruitment season, staying organized is a key to success. One way to stay on top of things is to use a [visiting candidate checklist](#) like the one below.

## **Search Committee Chair Communication**

The campus interview visits are set into motion once the Dean has approved the Search Committee’s recommendation for “serious candidates/interviewees” submitted on part B of the recruitment documentation. These are the most qualified candidates who they would like to schedule interview visits with on the campus. Typically, the Search Committee Chair will be the first to call the candidate and he/she may have an idea about scheduling the date in mind and share this with the candidate or they may delegate this to departmental staff.

## Planning the Interview Visit

### Reimbursement of Candidate Expenses

The three important forms for reimbursement are: the Direct Payment Form, Payment Data Record Form #204 and the Post Travel Expense Form. You can find all of these forms online by visiting <http://planning.ucsc.edu/cbo/> and selecting "Travel, Entertainment, Reimbursement Toolkit." It is advisable to have the candidate fill out their portion of these forms before arriving. You can include the Direct Pay Form and Payment Data Record in your initial letter or email to them and indicate the areas they must fill out. They can submit the Post Travel Expense Form after they complete their travel.

### The letter or email to the candidate + information materials

A great tool for keeping the whole process organized is to document all the details of the interview visit in a letter or email to the candidate. Below is a sample letter that can be customized to your department. The correspondence outlines important items that the candidate should be aware of such as a confirmation of the date and time, sample schedule, expectations for their seminar, audio/visual contacts, hotel and transportation information, reimbursement information, documentation, and campus parking information. You may have additional information to include, but the sample can serve as a template. You may also want to include driving instructions.

Another helpful item to send in advance to candidates is an information packet about the campus and community. Academic Personnel can provide you with a packet that includes general campus information, information about campus health and welfare benefits, family friendly policies, assistance with relocation and dual career concerns, important policies, campus and community maps, and more. You can also include information about your division and department to complete this packet. Candidates and their families may find this helpful in preparing for their interview visit and when trying to make a decision about a job offer. Call the Academic HR office at 831-459-4300 to request packets.

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### Transportation\*

You have several options for getting candidates to their hotel and to campus: rental car driven by candidate; faculty or graduate or undergraduate student host picks up and shuttles candidate; candidate takes airport shuttle or taxi/limo to hotel and host shuttles to/from campus; or if candidate is in the area, they may drive their own vehicle.

Here are resources for scheduling the rental car/shuttle/taxi options reference above:

Santa Cruz Airporter: (831) 423-1214 The SC Airporter provides shuttle bus service from the baggage area of the SJ and SFO airports to the hotel. The price to/from San Jose Airport is \$40 and to/from SF is \$50. It is advisable to schedule a few days in advance.

Club Limousine (831) 464-2600 This is a private limousine service that can accommodate 1-4 people. This is a better deal for people who are bringing a spouse/partner and/or kids. To SJ airport the cost (tax included) is \$74 for pick up at airport and drop off at the hotel and \$69 for

pick up at hotel and drop off at the airport. To SF airport, the cost is \$108.50 for pick up and \$103.50 for drop off.

### **Hotel\***

The hotel accommodations are important for candidates. Time in their hotel can often be their only down time to reflect on their experience at UCSC, to prepare for their job talk, and to talk with their family. Selecting an accommodation that showcases the best of Santa Cruz is a plus. Also, many of the accommodations listed here offer special UCSC rates and because most interviews are scheduled during the week during non-peak season, favorable rates can be negotiated. Be sure to ask for those when booking a room. Hotel options

**Babbling Brook Inn** 1025 Laurel St., Santa Cruz Phone: 831.427.2437, 800.866.1131, Fax: 831.427.2457 [www.babblingbrookinn.com](http://www.babblingbrookinn.com)

Description: Romantic garden setting with private decks overlooking a meandering brook. Walk to beach/boardwalk/Pacific Garden Mall. Outside entrances, fireplaces, TVs and phones.

Location: Town. 13 rooms, fireplace, suites, in-room jacuzzis, hot tub, cable TV, VCR, private baths, no pets.

**The Breakers Beach Front Condo** 305 Beach Street, Santa Cruz, CA 95060 Phone 831-457-8052, [www.305beachstreet.com](http://www.305beachstreet.com)

These condos are well priced and a great option for families and are close to campus and across from the main beach.

**Casa Blanca Inn** Corner of Beach and Main Streets, Santa Cruz Phone: 831-423-1570, 800-644-1570, Fax: 831-423-0235, [www.casablanca-santacruz.com](http://www.casablanca-santacruz.com)

**Chateau Victorian Inn** 118 First Street, Santa Cruz

Phone: 831-458-9458, [www.chateauvictorian.com](http://www.chateauvictorian.com)

1880's Victorian: Rooms are carpeted with queen beds, baths & fireplaces. Enjoy evening refreshments & an expanded continental breakfast. "I give you so much more than just a key".

Location: Beach. 7 rooms, lounge, fireplace, private baths, no pets, non-smoking rooms.

### **Coast Santa Cruz Hotel**

175 West Cliff Dr., Santa Cruz

Phone: 831.426.4330, 800.663.1144, Fax: 831.427.2025, [santacruz.coasthotels.com](http://santacruz.coasthotels.com)

Santa Cruz's only beachfront hotel adjacent to the beach/Boardwalk and Wharf. Every room has a private ocean-front balcony or patio.

Location: Beach. 163 units, restaurant on site, lounge, pool, suites, room service, meeting space, hot tub, cable TV, pets okay.

### **Sea and Sand**

201 West Cliff Dr., Santa Cruz  
Phone: 831-427-3400, Fax: 831-466-9882, [www.santacruzmotels.com](http://www.santacruzmotels.com)  
Near the Santa Cruz Wharf on the cliffs overlooking Monterey Bay, we have ocean views from every room. Complimentary fresh fruits and breakfast pastries each morning.  
Location: Beach. 20 units, fireplace, suites, in-room jacuzzis, cable TV, VCR, no pets.

### **UCSC Inn**

611 Ocean St., Santa Cruz  
Phone: 866-827-2466, Fax: 831-429-1044, <http://www.ucscinn.com>  
Excellent facilities and customer service. Safe, convenient, easy to find. Walking distance to Boardwalk, beach and downtown Santa Cruz.  
Location: Town. 50 units, pool, meeting space, fitness center, in-room jacuzzis, hot tub, cable TV, private baths, no pets.

### **For extended stays, you should be aware of:**

#### **Hinds House**

529 Chestnut St., Santa Cruz  
Phone: 831.423.0423, Fax: 831.421.0661,  
[www.hinds-house.com](http://www.hinds-house.com)  
Weekly and monthly rooms in a downtown historic treasure. Three blocks to restaurants, shops, museum, and theaters. Period antiques, comfortable common rooms, kitchen, cable & DSL.  
Location: Town. Multiple rooms, lounge, full kitchens, meeting space, cable TV, private and shared baths, no pets.

### **Restaurants\***

Dining is another opportunity for the candidate to get a feel for Santa Cruz and enjoy a more informal visit with potential colleagues. Most candidates will have breakfast at their hotel, so typically lunch and dinner are the meals to schedule. On campus lunches can be a nice way to introduce the candidate to campus and college life at UCSC. Here are UCSC's on campus dining options:

#### **Campus Cafés**

Cowell Café, Stevenson Café, Merrill Taqueria, Crown Banana Joes, Kresge Café, Porter Hungry Slug Café, College Eight Café, Oakes Hava Java Café, Nine and Ten Coffee Shop, and the ARC Café.

#### **Joe's Pizza and Subs**

Located at the Quarry Plaza  
Offers an assortment of dishes. Also includes a café and bar.

#### **University Center**

Located above the College 9/10 Dining Hall

A sit-down restaurant with table service. Reservations accepted, call 459-4321 or visit <http://ucenter.ucsc.edu/>

For off-campus dining close to campus, here are some options in three areas:

### **Westside Santa Cruz**

These restaurants are closest to campus.

#### **O'mei**

Provincial Szechuan. \$\$\$. Chinese favorites with fresh, light presentation. Lunch Mon-Fri 11:30am-2pm. Dinner Sun-Thu 5-9pm (10pm Fri-Sat). 2316 Mission St, 831.425.

#### **Ristorante Avanti**

Italian. \$\$\$. Mediterranean cookery. Lunch daily 11:30am-2pm; dinner Sun-Thu 5-9pm, Sat-Sun 5-9:30pm; brunch Sat-Sun 8am-2pm; wine bar. 1711 Mission St, 831.427.0135

#### **Vasili's**

Greek. \$\$\$. Taverna-style specials from horiatiki salad to roast lamb. Lunch weekdays; dinner from 5:30pm. Closed Mon. 1501 Mission St, 831.458.9808

### **Wharf Area**

These restaurants offer a great view and a taste of local seafood.

#### **Carniglia's**

Italian/seafood. View. \$\$\$. Lunch 11:30am-3:30pm; dinner from 5pm. 49A Municipal Wharf, 831.458.3600

#### **Riva Fish House**

Seafood. \$\$\$. View. Daily from 11am. 500 Municipal Wharf, 831.429.1223

### **Downtown Santa Cruz**

These are all located in downtown Santa Cruz. Search committee members can follow-up dinner with a walk of downtown.

#### **Clouds**

American, California-style. \$\$\$. Full bar. Mon-Sat 11:30am-10pm, Sun 1-10pm. 110 Church St, 831.429.2000

#### **El Palomar**

Upscale mexican. \$\$\$. Lunch and dinner daily. 1336 Pacific Ave, 831.425.7575

**Gabriella Cafe**

Bistro. \$\$\$ . Lunch weekdays and dinner nightly; weekend brunch 11am Sat, 10am Sun. 910 Cedar St, 831.457.1677

**Oswald**

California Cuisine/Bistro. \$\$\$ . Dinner Tue-Sun from 5:30pm. 1547 E. Pacific Ave, 831.423.7427

**Pearl Alley Bistro**

Bistro. \$\$\$ . Lunch daily 11:30am-5pm; dinner 5-11pm (11:30pm Fri-Sat). 110 Pearl Alley, 831.429.8070

**Shogun**

Sushi. \$. Mon-Wed 5-9pm, Thu-Fri 5-10pm, Sat 3-10pm; lunch Mon-Fri noon-2:30pm. 1123 Pacific Ave, 831.469.4477

*\*Disclaimer: This information is provided for the convenience of departmental staff and does not constitute an endorsement or recommendation of these businesses or services by UCSC.*

**F. Activities for Spouses and Partners**

Decisions about a career move often involve the input of a candidate's spouse or partner. They will likely have concerns about the area's amenities, cultural opportunities, schools, housing, job opportunities, and more. Candidates often wish to have their spouse/partner and sometimes their children accompany them to their campus visit so they can check out the area. If the candidate lets you know that their spouse or partner will be accompanying them, providing information, resources, and activities is a great way to help them feel welcome. Here are some ideas:

Schedule time for the spouse/partner to meet with UCSC's Faculty Relocation and Dual Career Coordinator. Call 831-459-3891 or email [apo@ucsc.edu](mailto:apo@ucsc.edu) to schedule an appointment. The coordinator will provide detailed information about the campus and community and discuss career opportunities in the area.

You may want to direct the candidate's spouse or partner to the Convention and Visitor's Council web site <http://www.santacruzca.org/index.html>. They have a very comprehensive list of local activities including: Recreation, Shopping, Arts and Culture, and more.

You can also check the campus events calendar for events that are happening during the time the candidate's family will be visiting. There could be a lecture or performance that they may find of interest. The calendar can be viewed online at: <http://events.ucsc.edu/calendar/>.

**Childcare Resources**

One of the ways to show candidates that UCSC cares about families is to have childcare resources available should they wish to arrange for child care while visiting the campus. Short term, drop-in childcare can be found by calling the Child Care Switchboard managed by the Child Development Resource Center of Santa Cruz which is part of the County Office of Education Resource & Referral Agency.

- The Child Care Switchboard can be reached at 476-8585.
  - If the child is older and would like to partake in a learning program. The Seymour Marine Discover Center is one option that offers a variety of camps for youth. Visit [http://www2.ucsc.edu/seymourcenter/learning\\_programs.html](http://www2.ucsc.edu/seymourcenter/learning_programs.html) for more information.
  - The Santa Cruz Convention and Visitor's Council also has listings for activities for youth at <http://www.santacruzca.org/index.html>.
- An additional web resource to direct candidates to is [www.santacruzkids.com](http://www.santacruzkids.com)

### **The On-campus Interview Day Scheduling**

Campus departments vary on the number of days a candidate comes for the interview visit and what is included during the visit. Sample schedules are included below. Typically, a campus visit is between one and three days. It is typical for candidates to meet individually with the dean, search committee chair, individual faculty members, graduate students, and others as appropriate. Because that requires back-to-back scheduling, the candidate often has no time for seeing the campus or community. It is ideal if you can schedule time for breaks, preparation, a campus/community tour, or other important activities. If the candidate is serious about wanting the job, they may consider extending their stay (at their expense) so that they (and perhaps their whole family) can have more time to view the area, meet with a realtor, etc.

### **Communication with the Candidate**

The interview itself is a two-fold communication opportunity where the candidate gets to communicate about their suitability for the job during the job talk/seminar, formal and informal meetings with search committee, interactions with graduate students, etc. It is also a time for the search committee to communicate to the candidate about the department, division, campus, and community. Some of the items that the department chair and/or search committee might like to cover are included in this [communication with the candidate checklist](#).

### **Sample Schedules**

A sample [one day schedule](#) and [two day schedule](#) are available to assist you with planning the interview visit.

### **Seminars**

Getting a good turnout at seminars is important for showing the candidate your active department. One easy way to get the word out is by emailing your faculty, administrators, and students ahead of time and also sending a reminder on the day of the visit. It is also important to consider inviting faculty members who may do research of interest to the candidate and

invite them to attend the seminar as a way of encouraging a climate for interdisciplinary collaborations. Here is a [sample email](#) used by the School of Engineering. During recruitment season, they send them out weekly and give the entire schedule of seminars for the week.

## Recommended Activities

In addition to the meetings recommended above, candidates can benefit from meeting with others on campus to get important questions answered. It is strongly recommended that your department consider scheduling time with the following resources:

**Faculty Relocation/Dual Career Coordinator:** Call 459-3891 or email [apo@ucsc.edu](mailto:apo@ucsc.edu) to schedule a ½ - 1 hour session for your serious candidate to get their relocation and spousal/partner employment questions answered with coordinator.

**Faculty Housing Coordinator:** Call Faculty Housing Coordinator to schedule an in-person meeting to discuss campus rental and for-sale housing opportunities 458-3506, [shouser@ucsc.edu](mailto:shouser@ucsc.edu).

**Library:** Have the candidate meet with a librarian for their discipline to discuss the library's holdings, intercampus access, and process for securing additional holdings. Visit <http://library.ucsc.edu/info.html> to determine appropriate librarian.

**Campus Tour:** A member of the search committee is a good candidate for driving the candidate on a campus tour. Enroute to dinner can be a good time to fit this in the schedule. If a campus tour isn't possible, the candidate can take a virtual tour by visiting this web site: <http://maps.ucsc.edu/>

**Realtor:** Candidates who will be purchasing a home if they accept an offer find it very useful to meet with a realtor to learn about the area, neighborhoods, housing costs, etc. People in your department may have recommendations. It is best to have at least 3 hours for this and it's a good idea to have the candidate speak to a realtor in advance about their needs including price, size, location, schools, other preferences, etc. It is also advisable for them to meet with a mortgage professional (they can do this in their area) so that they can determine the loan amount for which they qualify.

## Post-interview follow-up

Once the search committee or department has selected a final candidate for whom they wish to propose for appointment, the recruitment record must be approved by the Dean and the Assistant Vice Chancellor for Academic Personnel. This signifies the approval to initiate the appointment process. A successful review for appointment will result in a written offer being made by either the Dean or the Executive Vice Chancellor, depending on who has authority for the level of appointment after review by the Committee on Academic Personnel.

Once an offer is formally accepted, it is recommended that your department mail personalized hard copies of the regret letters, signed by the search committee chair to the interviewed candidates who are not offered positions and have not withdrawn their candidacy. Here is a [sample regret letter](#):

## Additional Resources

The UCSC campus and UC Office of the President have additional resources you may find useful for campus interview visits.

- Diversity Guide for Employment: A Guide for Developing Faculty and Staff Diversity and Affirmative Action Plans <http://www2.ucsc.edu/eeo-aa/TOOLKIT.pdf>
- UCOP Affirmative Action Guidelines for the Recruitment and Retention of Faculty <http://www.ucop.edu/acadadv/fgsaa/affirmative.pdf>