BEST PRACTICES FOR CAMPUS VISITS:

If you expect **an internal candidate** to apply, be sure to treat them as equivalently as possible as external candidates. Do tell them they need to do a complete application, and not to assume that the search committee will have any information about their current employment at UCSC. Be sure not to say anything that might be interpreted as a promise or prediction that they will have an advantage in applying for the job.   If selected for campus visit, schedule that visit as you would for any other candidate. For example, if dinner with faculty is scheduled for external candidates, then schedule dinner with faculty for internal candidate. Don't assume that because they are 'local' a standard campus visit activity is not needed.

When you schedule interviews with candidates, be sure to ask if they will need you to provide anything for their interview. This provides candidates an opportunity to request **accommodation for a disability**, but does not ask them to disclose that they have a disability. (Call the Academic Personnel Office for assistance arranging for accommodations.)

Take the time to describe the activities the candidate will be involved in during the interview, and describe the topography of the campus. If candidates are traveling around campus on foot, this information allows them the opportunity to dress appropriately. People who are new to the academic world may not be familiar with academic norms; **giving them a clear set of expectations** helps to level the playing field.

Be careful not to *initiate* **inquiries** about a candidate's spouse, partner, or family, even while chatting over dinner; a candidate may wonder why you're interested in that information and suspect unfairness. It's fine to respond to a candidate's initiation of such discussions, but don't put candidates in the position of having to answer an inappropriate question. Also, make sure that students who meet with the candidates are informed about what kinds of questions are appropriate and inappropriate.

Keep in mind that the academic community is not that large, so it is important **to create a positive impression**. Understand that as we are interviewing them, they are interviewing us. If the department decides this candidate is the one to be hired, you want to have sufficiently impressed them during their interview that they want to take this job instead of other offers. If this candidate is not the top choice, you still want them to think favorably of your department so that you get future applications from that department, and this candidate may be able to direct future undergrads to apply for graduate studies in your department.

If you or other faculty start to think during an interview visit that a candidate is not a viable candidate for the job, be sure faculty stay involved throughout the rest of the visit. Candidates can tell **when they're not being seriously evaluated**, and may conclude that the interview is a sham. Faculty who are not familiar with the candidate's area (more likely with an interdisciplinary department or search committee) and don't know what else to talk about also may run the risk of seeming not to be taking the candidate seriously.

Don't give candidates positive feedback on their colloquia **if you really weren't impressed**. A candidate who believes s/he was a great success may have a hard time accepting that a later rejection was really due to his/her interview performance.

Beware the candidate grapevine, especially if you're negotiating with your top candidate and trying to keep your second-place candidate interested. Anything you say to one candidate may well find its way to other candidates.

Be sure to **keep candidates informed** about the timeline and progress of your decision-making, and inform them promptly if they are not to be given an offer. It is best to **identify a single point of contact**, typically the committee chair.

If rejected candidates ask why they are not selected, you may **give them feedback** about the Department's evaluation of *their* abilities in comparison with your needs, based on the information contained in the recruitment documentation, but it is not appropriate to discuss *other candidates* for the job. In particular, candidates' sex and ethnicity and personal information and may not be released to anyone.