



The University of Vermont

# FACULTY RECRUITMENT & RETENTION HANDBOOK

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## INTRODUCTION AND PURPOSE

The University of Vermont's vision to be among the nation's premier small research universities is preeminent in our comprehensive commitment to identifying, recruiting, and retaining highly qualified, talented, and diverse faculty members who are committed to [UVM's vision and mission, values](#) and [President's Strategic Vision for UVM - Amplifying our Impact](#) through the pursuit of excellence in liberal education, environment, health, and public service.

Recruiting and hiring new talent is a multistep process that requires active participation and engagement of all stakeholders including Deans, Department Chairs/Directors, Faculty, Search Committees, and Search Support Staff. The knowledge, effort, time, patience, creativity and attention to this process by all parties are of critical importance and are greatly appreciated. This handbook is developed to offer clarity to the recruitment process, assist faculty search committees, and to provide uniform procedures and processes in alignment with university requirements, policies, and strategic vision as we work to recruit and retain faculty to serve our diverse student population. The handbook will be updated annually, and is organized in sections that show the multistep process for faculty recruitment and hiring, as well as information about faculty retention programs, elevation, and recognition.

## ROLES AND RESPONSIBILITIES

Deans, Department Chairs, Department Directors, Search Committees, and Faculty have the primary responsibility to ensure highly qualified, talented, and diverse faculty candidates who are committed to UVM's strategic goals are identified, recruited, and retained to achieve excellence at UVM. They are also responsible for ensuring that the assessment and evaluation of all candidates are consistent, equitable and in compliance with the University's Recruitment Guidelines as well as the Affirmative Action and Equal Opportunity's Affirmative Recruiting Guidelines, and the University policies and standards.

### **I. Role of the Provost**

The Provost and Senior Vice President serves as the chief academic officer of the University of Vermont. Working closely with the President, Vice Provosts, the Vice Presidents, the Deans, Directors and other members of the President's senior leadership team, the Provost is responsible for the advancement of all dimensions of academic excellence, including enhancing the University's intellectual climate, fostering faculty collaboration and development, supporting innovative instruction and scholarship, advancing diversity and inclusion, and creating an outstanding student experience.

As the academic leader of the campus, the Provost and Senior Vice President has direct responsibility for faculty and academic affairs, the colleges and schools, student life and services, the division of diversity, equity, and inclusion, enrollment management functions, global educational initiatives, the university libraries, the university museum, and numerous university-wide offices, centers, and programs including the new Osher Center for Integrative Health.

The Provost's recruitment responsibilities include:

- Ensures requests for Staffing Proposals from each Academic Unit for the recruitment of full-time tenured (T), tenure-track (TT), non-tenure track (NTT), and Henderson-Harris Fellows (HHF) positions are sent out each spring for the following academic year;

- Ensures that all aspects of the recruitment process are followed, handled professionally, ethically, and in compliance with the [Collective Bargaining Agreements \(CBAs\)](#) and of the University policies and standards;
- Oversees Vice Provost for Faculty Affairs, Deans' and Directors' performance in their designated roles and responsibilities regarding faculty recruitment and retention as described below; and
- Oversees Vice Provost for Faculty Affairs, Deans' and Directors' performance in their designated roles pertaining to faculty professional development, evaluation, promotion, retention, recognition, and elevation at UVM, Vermont, Nationally and internationally.

## II. Role of the Vice Provost for Faculty Affairs

The Vice Provost for Faculty Affairs (VPFA) has responsibility for all matters related to recruitment, development, evaluation, promotion, retention, recognition, and elevation of all UVM faculty (see <https://www.uvm.edu/provost/facultyaffairs>). The VPFA's recruitment responsibilities include:

- Reviews Staffing Proposals submitted by each Academic Unit for the recruitment of full-time tenured (T), tenure-track (TT), non-tenure track (NTT), and Henderson-Harris Fellows (HHF) positions each spring for the following academic year;
- Reviews Financial Analysis reports submitted by [Financial Analysis and Budgeting \(FAB\)](#) and makes recommendations to the Provost;
- Ensures that all aspects of the recruitment process are handled professionally, ethically, and in compliance with University policies and in alignment with the [Collective Bargaining Agreements \(CBAs\)](#);
- Provides guidance on search committees' formation, and supports all faculty recruitment;
- Ensures that search committees receive [AAEO Affirmative Recruiting training](#);
- Reviews and consults with the Provost, as appropriate, on the following:
  - a. Staffing Proposals
  - b. FAB Financial Analysis Reports on Staffing Proposals
  - c. Search Committee memberships
  - d. Recruitment search plans including Diversity Plans, and review rubrics etc.
  - e. Recruitment electronic requisitions
  - f. Short List recommendations and on-campus interview authorizations
  - g. Appointment authorizations and appointment letters
- Reviews all exceptions to recruiting actions that deviate from the procedures set forth in the recruitment guidelines and makes recommendations to the Provost;
- Serves as Provosts' designee in reviewing all faculty requests for authorization for interviews and appointments and approval of appointments; and
- Supports faculty recruitment, development efforts, evaluation, promotion, retention, recognition, and elevation of all faculty at UVM.

## III. Role of the Dean

The Dean oversees unit's recruitment process, including establishing and managing a budget to ensure success of recruitment plans' objectives. Responsibilities include:

- Ensures UVM recruitment and hiring guidelines and procedures are followed;
- Ensures that all aspects of the recruitment process are handled professionally, ethically, and in compliance with University policies and in alignment with the [Collective Bargaining Agreements \(CBAs\)](#);
- Oversees the implementation of searches and ensures that Search Committees have access to resources for efficient and successful search processes;
- Ensures all candidates' personal information is handled in a confidential manner;

- Reviews and approves the following in collaboration with Search Committee, Unit HR, Business Managers and appropriate Associate/Assistant Deans:
  - a. Position descriptions and job postings
  - b. Search or recruitment plans and advertisements
  - c. Salary, starter funds including relocation funds etc.
  - d. Evaluation rubrics
  - e. Search reports for submission with:
    1. Shortlist recommendations of finalists for on-campus interviews
    2. Tenure-track and non-tenure-track finalists for appointment
- Participates in the recruitment process and meets with all on-campus finalists;
- Facilitates/notifies finalists of the RPT process, as appropriate;
- Makes offer to the finalist;
- If offer accepted, submits materials to Faculty Services; and
- Informs all applicants on the outcome of their application, as appropriate.

*\*All recruitment documents such as rubrics, evaluation forms, candidate files must be maintained and kept by hiring department/college for 3 years following the search, in accordance with [UVM Record Retention Schedule](#).*

#### **IV. Role of the Department Chair or Director or Unit Equivalent**

The Department Chair or Director oversees the implementation of departmental searches and recruitment processes. Responsibilities include:

- Ensures UVM recruitment and hiring guidelines and procedures are followed;
- Ensures all aspects of the recruitment process are handled professionally, ethically, and in compliance with the [Collective Bargaining Agreement \(CBA\)](#) and of the University policies and standards;
- Facilitates the Search Committees selection process following search committee guidelines;
- Ensures the Search Committees receive [AAEO Affirmative Recruiting training](#) prior to participating in searches, and are in compliance with federal and state laws prohibiting discrimination;
- Monitors the recruitment process and ensures that it is moving forward in a timely manner;
- Ensures all available recruitment resources are utilized;
- Proactively advertises the position to professional listservs and associations, and supports the recruitment of potential candidates via phone, social media, network, conferences, professional relationships, etc.;
- Reviews and approves the following before submitting to the Dean's office for review and approval:
  - a. Position descriptions and job postings
  - b. Search recruitment plan and advertisements
  - c. Evaluation rubrics
  - d. Shortlist recommendations of finalists for on-campus interviews
  - e. Tenure-track and non-tenure-track finalists for appointment
- Participates in the recruitment process and meets with all on-campus finalists;
- Facilitates/notifies finalists of the RPT process, as appropriate;
- Submits recommendations for appointment of a finalist to the Dean; and
- Informs all applicants on the outcome of their application, as appropriate.

## V. Role of Search Committee Chair

The Search Committee Chair leads the Search Committee, manages the recruitment process, and is responsible for ensuring adherence to the University recruitment guidelines, policies and standards for an efficient and successful search. The Search Committee Chair's responsibilities include, but are not limited to:

- Ensures that the recruitment guidelines are followed;
- Ensures that all aspects of the recruitment process are handled professionally, ethically, and in compliance with the [Collective Bargaining Agreements \(CBAs\)](#) and University policies and standards;
- Participates in the [AAEO training](#) and ensuring that all committee members receive [AAEO Affirmative Recruiting training](#);
- Manages the writing of the position description, search recruitment and advertisement plans, evaluation rubrics, and making sure each committee member understands what the job entails, and the position qualifications and requirements;
- Proactively advertises the position to professional listservs, associations, and recruits potential candidates via phone, social media, network, conferences, professional relationships, etc;
- Proactively advertises in venues that increase the diversity of the pool of applicants, especially underrepresented groups, and documents those efforts and outcomes in subsequent search reports;
- If concerns arise during the search process, consults with the Department Chair/Director or Dean or to the Vice Provost for Faculty Affairs and AAEO, to address those concerns, as appropriate;
- Schedules committee meetings and provides impartial and professional leadership;
- Leads the development of interview questions and candidate evaluation rubrics;
- Leads the screening of applications ensuring that each application receives a thorough and fair review and that all search guidelines and timelines have been followed;
- Leads the evaluation of candidates using the approved evaluation rubrics, making sure that all decisions and reasons for not selecting candidates are identified and well documented;
- Submits summary of strengths and weaknesses of the Short-Listed finalists to the unit's Dean for review and approval;
- Works with the search support staff to develop itinerary and travel arrangements for finalists selected for on-campus interviews;
- Notifies finalists of the RPT process, as appropriate;
- Oversees review of letters of recommendations and /references checks and on-campus interviews;
- Maintains confidentiality for all information/documents received, reviewed and discussed; and
- Provides post-search report to appropriate offices to ensure applicants' status is updated as appropriate in PeopleAdmin, as well as sending proper notification to unsuccessful candidates in a timely manner.

## VI. Role of Search Committee

The Search Committee has the primary responsibility to document and conduct the search process. The Search Committee members will fully participate in all the search committee activities, including but not limited to:

- Participating fully in the search process;
- Receiving the [AAEO Affirmative Recruiting training](#);
- Ensuring that the UVM recruitment guidelines are followed;

- Ensuring all aspects of the recruitment process are handled professionally, ethically, and in compliance with the [Collective Bargaining Agreements \(CBAs\)](#) and University policies and standards;
- Writing the position description, search recruitment and advertisement plans, evaluation rubrics, and interview questions;
- Proactively advertising the position to professional listservs, associations, and recruiting potential candidates via phone, social media, network, conferences, professional relationships, etc;
- Meeting established timelines;
- Screening and evaluating candidates' application materials based on the search evaluation rubrics, including summarizing their strengths and weaknesses and making recommendations regarding short-list and finalists to the Department Chair/Director or Dean or Provost or the Vice Provost for Faculty Affairs (Provost's designee), as appropriate;
- Serve as hosts for on-campus interviews; and
- Adhering to confidentiality requirements for all information/documents received, reviewed and discussed; all committee discussions and committee member contributions; and all committee recommendations to the Dean's office. The exception to confidentiality is if unethical or unprofessional conduct is noted in committee proceedings. In such cases, a member should inform the Chairs, Dean, Vice Provost for Faculty Affairs and Office of AAEO, as appropriate.

#### **IMPORTANT NOTES:**

1. *Search Committee members must disclose, in a timely manner, potential conflicts of interest with applicants and must consult with Department Chair/Director, Dean or the Vice Provost for Faculty Affairs, as appropriate, for remediation determination. This shall be done to maintain the integrity of the search.*
2. *Direct report (staff) should not serve as a Search Committee member (Example: Executive Assistant to the Dean serving as a Search Committee member for a unit Dean search).*

#### **VII. Role of Faculty**

Faculty play a critical role in the recruitment and hiring of new talent in their programs/ departments/units. Their contextual knowledge, expertise and wide web of network connections built over the years matter, and are important for yielding an effective and successful search. Further, the influence they have on students – both current and prospective students – can impact recruitment and hiring. Successful recruitment “takes a village”, and so faculty are highly encouraged to:

- Serve in search committees;
- If they are not serving as search committee members, help the search committee/ department by proactively advertising the positions to their professional listservs and associations, and their social media, network, conference, professional relationships, etc.;
- Participate in the on-campus finalists' visits and presentations;
- Participate in open forums;
- Complete candidate evaluation rubrics; and
- Once the finalist accepts the offer:
  - a. Participate in welcoming and connecting with the finalist;
  - b. Mentor new faculty; and
  - c. Share appropriate community resources to support new faculty members' transition to UVM and Vermont.

### **VIII. Role of Financial Analysis and Budgeting**

The Office of Financial Analysis and Budgeting (FAB) reviews Faculty Staffing Proposals submitted by academic units, and provides timely, accurate financial analysis and advice to the Provost and the Vice Provost for Faculty Affairs. FAB review initial submission of all Tenure Track positions to ensure the positions was approved and that the salary scales provided are in alignment with the approved staffing proposal for each academic unit.

### **IX. Role of Human Resource Faculty Services**

The Office of Human Resource Faculty Services maintains the online application process in [uvmjobs.com/PeopleAdmin](http://uvmjobs.com/PeopleAdmin), which provides applicants the opportunity to submit their biographical information, regarding race, gender, ethnicity, or other characteristics considered under affirmative action and equal opportunity. This information is used by UVM to evaluate the applicant pool's diversity. The UVM Faculty Services ensures that the following are followed:

- Recruitment process is implemented in compliance with the [Collective Bargaining Agreements \(CBAs\)](#);
- The position descriptions and search recruitment plans meet compliance and University policies and standards;
- All relevant federal and state laws related to recruitment and hiring are addressed in the recruitment process;
- Reviews and approves the following before forwarding to the VPFA for review:
  - a. Position electronic requisition
  - b. Position posting
  - c. Recruitment and advertising plan
  - d. Evaluation rubrics or criteria
  - e. Appointment letters
- Update records with the search outcome.

### **X. Role of the Office of Affirmative Action and Equal Opportunity**

The University of Vermont and the State Agricultural College is committed to a policy of equal employment opportunity and to a program of affirmative action in order to fulfill that policy. The President of the University fully supports the [University's Equal Employment Opportunity Policy \(PDF\)](#) and the University's affirmative action program. The AAEO office:

- Conducts Search Committee [AAEO Affirmative Recruiting training](#);
- Provides guidance to the search committee in the recruitment and hiring process, as needed;
- Supports and monitors the faculty recruitment process to ensure consistency with University policies, employment laws, and regulatory requirements.
- Investigates complaints of discrimination, harassment, and retaliation.

### **XI. Role of the Academic Talent Acquisition and Retention Coordinator**

The Academic Talent Acquisition and Retention (ATAR) Coordinator in the Division of Faculty Affairs works with the Vice Provost for Faculty Affairs in developing an overarching and responsive recruitment and retention strategy to support University priorities and diversity initiatives. The ATAR's recruitment responsibilities include:

- Supports the Provost's Office with recruitment, resignations, and retirements of Provost's direct reports;
- Serves as support staff for executive searches;
- Collaborates with units in executive searches;
- Serves as point-of-contact for units' searches;
- Implementing preliminary reviews for search recruitment plan material and search



- committee memberships when assigned by the VPFA;
- Manages DOFA's Social Media presence including sharing UVM's open faculty positions in the DOFA's social media accounts (LinkedIn, Facebook, and Instagram);
  - Attends all Faculty Recruitment fairs and shares information pertaining to UVM open faculty positions and faculty support programs to enhance faculty success at UVM;
  - Coordinates the Office of the Vice Provost for Faculty Affairs' retention efforts through follow up with faculty participants in the faculty comprehensive mentoring programs and rank progression support programs; and
  - Coordinates data reporting of programs' participants and program outcome surveys in collaboration with [Office of Institutional Research and Assessment \(OIRA\)](#).

## FACULTY AT UVM

A [top 100 public research university in the United States](#), the University of Vermont is home to over 1,700 faculty scholars. From biomedical research to philosophy, data science to musical composition, our faculty members engage daily in the pursuit of meaningful and impactful research, scholarship and creative work. The tables below will be updated annually to reflect the current year faculty data.

### I. Faculty Percentages by Faculty Rank

Unit	Data Year 2023														Grand Total	
	Professor		Associate Professor		Assistant Professor		Senior Lecturer		Lecturer		Instructor		No Rank		N	%
	N	%	N	%	N	%	N	%	N	%	N	%	N	%		
CALS	22	1.2%	22	1.2%	15	0.8%	8	0.4%	38	2.0%	4	0.2%	4	0.2%	113	6.0%
CAS	100	5.3%	73	3.9%	27	1.4%	53	2.8%	79	4.2%	0	0.0%	4	0.2%	336	17.8%
CEMS	25	1.3%	16	0.8%	33	1.8%	28	1.5%	17	0.9%	0	0.0%	1	0.1%	120	6.4%
CESS	7	0.4%	28	1.5%	12	0.6%	9	0.5%	55	2.9%	1	0.1%	1	0.1%	113	6.0%
CNHS	9	0.5%	20	1.1%	44	2.3%	6	0.3%	27	1.4%	6	0.3%	2	0.1%	114	6.1%
GSB	11	0.6%	16	0.8%	2	0.1%	2	0.1%	21	1.1%	0	0%	0	0%	52	2.8%
Library	1	0.1%	10	0.5%	9	0.5%	0	0%	0	0%	0	0%	0	0%	20	1.1%
RSENUR	13	0.7%	8	0.4%	4	0.2%	8	0.4%	19	1.0%	2	0.1%	2	0.1%	56	3.0%
All Units Excl. LCOM	188	10%	193	10.3%	146	7.8%	114	6.1%	256	13.6%	13	0.7%	14	0.8%	924	49.1%
LCOM	184	9.8%	230	12.2%	474	25.2%	0	0%	0	0%	16	0.8%	55	2.9%	959	50.9%
Grand Total, Incl. LCOM	372	19.8%	423	22.5%	620	32.9%	114	6.1%	256	13.6%	29	1.5%	69	3.7%	1883	100%

Retrieved on November 29, 2023: <https://www.uvm.edu/oir/employee-demographics>

### II. Faculty Headcount by Faculty Rank and Demographics

Faculty Rank	Data Year 2023														Grand Total	
	Professor		Associate Professor		Assistant Professor		Senior Lecturer		Lecturer		Instructor		No Rank		N	%
	N	%	N	%	N	%	N	%	N	%	N	%	N	%		
American Indian or Alaska Native	0	0.0%	0	0.0%	1	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%
Asian	31	1.6%	27	1.4%	44	2.3%	8	0.4%	9	0.5%	0	0.0%	3	0.2%	122	6.5%
Black or African American	8	0.4%	5	0.3%	8	0.4%	1	0.1%	4	0.2%	1	0.1%	0	0.0%	27	1.4%
Hispanic	11	0.6%	15	0.8%	28	1.5%	2	0.1%	16	0.8%	2	0.1%	4	0.2%	78	4.1%
Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Two or More Races	4	0.2%	4	0.2%	16	0.8%	1	0.1%	3	0.2%	0	0.0%	0	0.0%	28	1.5%
White	311	16.5%	365	19.4%	470	25%	97	5.2%	189	10%	24	1.3%	59	3.1%	1515	80.5%
Unknown	5	0.3%	6	0.3%	10	0.5%	3	0.2%	26	1.4%	2	0.1%	1	0.1%	53	2.8%
International	2	0.1%	1	0.1%	43	2.3%	2	0.1%	9	0.5%	0	0.0%	2	0.1%	59	3.1%
Grand Total	372	19.8%	423	22.5%	620	32.9%	114	6.1%	256	13.6%	29	1.5%	69	3.7%	1883	100%

Retrieved on November 29, 2023: <https://www.uvm.edu/oir/employee-demographics>

### III. Faculty Headcount Trends by Faculty Rank and Gender

		Data Year											
		2018		2019		2020		2021		2022		2023	
		N	%	N	%	N	%	N	%	N	%	N	%
Faculty Rank	Sex												
Professor	Female	112	6.5%	118	6.7%	122	7.0%	117	6.5%	122	6.8%	130	6.9%
	Male	261	15.1%	262	14.9%	258	14.8%	247	13.8%	236	13.2%	242	12.9%
	All	373	21.5%	380	21.6%	380	21.9%	364	20.3%	358	20.0%	372	19.8%
Associate Professor	Sex												
	Female	191	11.0%	186	10.6%	193	11.1%	206	11.5%	201	11.2%	203	10.8%
	Male	228	13.1%	223	12.7%	222	12.8%	220	12.2%	221	12.4%	220	11.7%
All	419	24.2%	409	23.2%	415	23.9%	426	23.7%	422	23.6%	423	22.5%	
Assistant Professor	Sex												
	Female	273	15.7%	282	16.0%	294	16.9%	298	16.6%	319	17.8%	343	18.2%
	Male	273	15.7%	266	15.1%	264	15.2%	255	14.2%	251	14.0%	277	14.7%
All	546	31.5%	548	31.1%	558	32.1%	553	30.8%	570	31.9%	620	32.9%	
Senior Lecturer	Sex												
	Female	54	3.1%	58	3.3%	57	3.3%	58	3.2%	57	3.2%	55	2.9%
	Male	36	2.1%	41	2.3%	44	2.5%	44	2.4%	51	2.9%	59	3.1%
All	90	5.2%	99	5.6%	101	5.8%	102	5.7%	108	6.0%	114	6.1%	
Lecturer	Sex												
	Female	127	7.3%	126	7.2%	109	6.3%	153	8.5%	145	8.1%	162	8.6%
	Male	89	5.1%	88	5.0%	69	4.0%	93	5.2%	85	4.8%	94	5.0%
All	216	12.5%	214	12.2%	178	10.2%	246	13.7%	230	12.9%	256	13.6%	
Instructor	Sex												
	Female	29	1.7%	30	1.7%	29	1.7%	23	1.3%	21	1.2%	17	0.9%
	Male	9	0.5%	10	0.6%	12	0.7%	11	0.6%	12	0.7%	12	0.6%
All	38	2.2%	40	2.3%	41	2.4%	34	1.9%	33	1.8%	29	1.5%	
No Rank	Sex												
	Female	21	1.2%	27	1.5%	23	1.3%	30	1.7%	29	1.6%	23	1.2%
	Male	31	1.8%	44	2.5%	42	2.4%	41	2.3%	42	2.3%	46	2.4%
All	52	3.0%	71	4.0%	65	3.7%	71	4.0%	67	3.7%	69	3.7%	
<b>GRAND TOTAL</b>		<b>1734</b>	<b>100%</b>	<b>1761</b>	<b>100%</b>	<b>1738</b>	<b>100%</b>	<b>1796</b>	<b>100%</b>	<b>1788</b>	<b>100%</b>	<b>1883</b>	<b>100%</b>

Retrieved on November 29, 2023: <https://www.uvm.edu/oir/employee-demographics>

### IV. Faculty Headcount Trends by Faculty Rank and Demographics

		Data Year											
		2018		2019		2020		2021		2022		2023	
		N	%	N	%	N	%	N	%	N	%	N	%
Faculty Rank	Race/Ethnicity												
Professor	American Indian or Alaska Native	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Asian	20	1.2%	23	1.3%	25	1.4%	26	1.4%	28	1.6%	31	1.6%
	Black or African American	10	0.6%	11	0.6%	11	0.6%	9	0.5%	8	0.4%	8	0.4%
	Hispanic	8	0.5%	8	0.5%	8	0.5%	8	0.4%	9	0.5%	11	0.6%
	Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Two or More Races	2	0.1%	2	0.1%	2	0.1%	2	0.1%	4	0.2%	4	0.2%
	<b>BIPOC Total</b>	<b>40</b>	<b>2.3%</b>	<b>44</b>	<b>2.5%</b>	<b>46</b>	<b>2.5%</b>	<b>45</b>	<b>2.5%</b>	<b>49</b>	<b>2.7%</b>	<b>54</b>	<b>2.8%</b>
	White	329	19.0%	328	18.6%	325	18.7%	311	17.3%	303	16.9%	311	16.5%
	Unknown	4	0.2%	8	0.5%	9	0.5%	7	0.4%	5	0.3%	5	0.3%
	International	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	2	0.1%

	<b>NON BIPOC Total</b>	<b>333</b>	<b>19.2%</b>	<b>336</b>	<b>19.4%</b>	<b>334</b>	<b>19.3%</b>	<b>319</b>	<b>17.8%</b>	<b>309</b>	<b>17.3</b>	<b>318</b>	<b>16.9%</b>
	<b>All</b>	<b>373</b>	<b>21.5%</b>	<b>380</b>	<b>21.6%</b>	<b>380</b>	<b>21.9%</b>	<b>364</b>	<b>20.3%</b>	<b>358</b>	<b>20.0%</b>	<b>372</b>	<b>19.8%</b>
Associate Professor	Race/Ethnicity												
	American Indian or Alaska Native	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Asian	28	1.6%	28	1.6%	26	1.5%	26	1.4%	25	1.4%	27	1.4%
	Black or African American	6	0.3%	4	0.2%	5	0.3%	6	0.3%	5	0.3%	5	0.3%
	Hispanic	15	0.9%	17	1.0%	17	1.0%	16	0.9%	15	0.8%	15	0.8%
	Native Hawaiian or Other Pacific Islander	1	0.1%	1	0.1%	1	0.1%	0	0.0%	0	0.0%	0	0.0%
	Two or More Races	4	0.2%	4	0.2%	5	0.3%	4	0.2%	3	0.2%	4	0.2%
	<b>BIPOC Total</b>	<b>54</b>	<b>3.1%</b>	<b>54</b>	<b>3.1%</b>	<b>54</b>	<b>3.2%</b>	<b>52</b>	<b>2.8%</b>	<b>48</b>	<b>2.7</b>	<b>51</b>	<b>2.7%</b>
	White	356	20.5%	348	19.8%	353	20.3%	373	20.8%	372	20.8%	365	19.4%
	International	0	0.0%	1	0.1%	1	0.1%	0	0.0%	0	0.0%	1	0.1%
	Unknown	9	0.5%	6	0.3%	7	0.4%	1	0.1%	2	0.1%	6	0.3%
	<b>NON BIPOC Total</b>	<b>365</b>	<b>21.0%</b>	<b>355</b>	<b>20.2%</b>	<b>361</b>	<b>20.8%</b>	<b>374</b>	<b>20.9%</b>	<b>374</b>	<b>20.9%</b>	<b>372</b>	<b>19.8%</b>
	<b>All</b>	<b>419</b>	<b>24.2%</b>	<b>409</b>	<b>23.2%</b>	<b>415</b>	<b>23.9%</b>	<b>426</b>	<b>23.7%</b>	<b>422</b>	<b>23.6%</b>	<b>423</b>	<b>22.5%</b>
Assistant Professor	Race/Ethnicity												
	American Indian or Alaska Native	1	0.1%	1	0.1%	3	0.2%	3	0.2%	2	0.1%	1	0.1%
	Asian	34	2.0%	34	1.9%	36	2.1%	37	2.1%	38	2.1%	44	2.3%
	Black or African American	2	0.1%	2	0.1%	2	0.1%	2	0.1%	3	0.2%	8	0.4%
	Hispanic	19	1.1%	22	1.2%	18	1.0%	21	1.2%	24	1.3%	28	1.5%
	Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Two or More Races	7	0.4%	7	0.4%	6	0.3%	7	0.4%	11	0.6%	16	0.8%
	<b>BIPOC Total</b>	<b>63</b>	<b>3.7%</b>	<b>66</b>	<b>3.7%</b>	<b>65</b>	<b>3.7%</b>	<b>70</b>	<b>4.0%</b>	<b>78</b>	<b>4.3%</b>	<b>97</b>	<b>5.1%</b>
	White	454	26.2%	451	25.6%	445	25.6%	445	24.8%	442	24.7%	470	25.0%
	International	21	1.2%	25	1.4%	33	1.9%	34	1.9%	41	2.3%	43	2.3%
	Unknown	8	0.5%	6	0.3%	15	0.9%	4	0.2%	9	0.5%	10	0.5%
	<b>NON BIPOC Total</b>	<b>483</b>	<b>27.9%</b>	<b>482</b>	<b>27.3%</b>	<b>493</b>	<b>28.4%</b>	<b>483</b>	<b>26.9%</b>	<b>492</b>	<b>27.5%</b>	<b>523</b>	<b>27.8%</b>
	<b>All</b>	<b>546</b>	<b>31.5%</b>	<b>548</b>	<b>31.1%</b>	<b>558</b>	<b>32.1%</b>	<b>553</b>	<b>30.8%</b>	<b>570</b>	<b>31.9%</b>	<b>620</b>	<b>32.9%</b>
Senior Lecturer	Race/Ethnicity												
	American Indian or Alaska Native	1	0.1%	1	0.1%	1	0.1%	0	0.0%	0	0.0%	0	0.0%
	Asian	4	0.2%	6	0.3%	7	0.4%	7	0.4%	7	0.4%	8	0.4%
	Black or African American	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%
	Hispanic	3	0.2%	3	0.2%	3	0.2%	2	0.1%	3	0.2%	2	0.1%
	Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Two or More Races	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%
	<b>BIPOC Total</b>	<b>8</b>	<b>0.5%</b>	<b>10</b>	<b>0.6%</b>	<b>11</b>	<b>0.7%</b>	<b>9</b>	<b>0.5%</b>	<b>10</b>	<b>0.6%</b>	<b>12</b>	<b>0.7%</b>
	White	80	4.6%	87	4.9%	89	5.1%	90	5.0%	94	5.3%	97	5.2%
	International	2	0.1%	2	0.1%	1	0.1%	2	0.1%	2	0.1%	2	0.1%
	Unknown	0	0.0%	0	0.0%	0	0.0%	1	0.1%	2	0.1%	3	0.2%
	<b>NON BIPOC Total</b>	<b>82</b>	<b>4.7%</b>	<b>89</b>	<b>5.0%</b>	<b>90</b>	<b>5.2%</b>	<b>93</b>	<b>5.2%</b>	<b>98</b>	<b>5.5%</b>	<b>102</b>	<b>5.5%</b>
	<b>All</b>	<b>90</b>	<b>5.2%</b>	<b>99</b>	<b>5.6%</b>	<b>101</b>	<b>5.8%</b>	<b>102</b>	<b>5.7%</b>	<b>108</b>	<b>6.0%</b>	<b>114</b>	<b>6.1%</b>
Lecturer	Race/Ethnicity												
	American Indian or Alaska Native	0	0.0%	0	0.0%	0	0.0%	1	0.1%	0	0.0%	0	0.0%

	Asian	6	0.3%	4	0.2%	2	0.1%	5	0.3%	6	0.3%	9	0.5%
	Black or African American	2	0.1%	2	0.1%	2	0.1%	6	0.3%	3	0.2%	4	0.2%
	Hispanic	8	0.5%	10	0.6%	9	0.5%	9	0.5%	13	0.7%	16	0.8%
	Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Two or More Races	4	0.2%	4	0.2%	4	0.2%	3	0.2%	3	0.2%	3	0.2%
	<b>BIPOC Total</b>	<b>20</b>	<b>1.1%</b>	<b>20</b>	<b>1.1%</b>	<b>14</b>	<b>0.9%</b>	<b>24</b>	<b>1.4%</b>	<b>25</b>	<b>1.4%</b>	<b>32</b>	<b>1.7%</b>
	White	176	10.1%	170	9.7%	144	8.3%	197	11.0%	181	10.1%	189	10.0%
	International	4	0.2%	6	0.3%	3	0.2%	3	0.2%	7	0.4%	9	0.5%
	Unknown	16	0.9%	18	1.0%	14	0.8%	22	1.2%	17	1.0%	26	1.4%
	<b>NON BIPOC Total</b>	<b>196</b>	<b>11.2%</b>	<b>194</b>	<b>11.0%</b>	<b>161</b>	<b>9.3%</b>	<b>222</b>	<b>12.4%</b>	<b>205</b>	<b>11.5%</b>	<b>224</b>	<b>11.9%</b>
	<b>All</b>	<b>216</b>	<b>12.5%</b>	<b>214</b>	<b>12.2%</b>	<b>178</b>	<b>10.2%</b>	<b>246</b>	<b>13.7%</b>	<b>230</b>	<b>12.9%</b>	<b>256</b>	<b>13.6%</b>
Instructor	Race/Ethnicity												
	American Indian or Alaska Native	0	0.0%	1	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Asian	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Black or African American	0	0.0%	0	0.0%	0	0.0%	1	0.1%	2	0.1%	1	0.1%
	Hispanic	2	0.1%	2	0.1%	1	0.1%	1	0.1%	1	0.1%	2	0.1%
	Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Two or More Races	1	0.1%	1	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	<b>BIPOC Total</b>	<b>3</b>	<b>0.2%</b>	<b>3</b>	<b>0.3%</b>	<b>1</b>	<b>0.1%</b>	<b>2</b>	<b>0.2%</b>	<b>3</b>	<b>0.2%</b>	<b>3</b>	<b>0.2%</b>
	White	35	2.0%	36	2.0%	39	2.2%	31	1.7%	29	1.6%	24	1.3%
	International	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Unknown	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	2	0.1%
	<b>NON BIPOC Total</b>	<b>35</b>	<b>2.0%</b>	<b>36</b>	<b>2.0%</b>	<b>40</b>	<b>2.3%</b>	<b>32</b>	<b>1.8%</b>	<b>30</b>	<b>1.7%</b>	<b>26</b>	<b>1.4%</b>
<b>All</b>	<b>38</b>	<b>2.2%</b>	<b>40</b>	<b>2.3%</b>	<b>41</b>	<b>2.4%</b>	<b>34</b>	<b>1.9%</b>	<b>33</b>	<b>1.8%</b>	<b>29</b>	<b>1.5%</b>	
No Rank	Race/Ethnicity												
	American Indian or Alaska Native	0	0.0%	0	0.0%	0	0.0%	1	0.1%	0	0.0%	0	0.0%
	Asian	4	0.2%	4	0.2%	3	0.2%	5	0.3%	4	0.2%	3	0.2%
	Black or African American	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Hispanic	5	0.3%	6	0.3%	5	0.3%	4	0.2%	4	0.2%	4	0.2%
	Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Two or More Races	1	0.1%	1	0.1%	1	0.1%	0	0.0%	0	0.0%	0	0.0%
	<b>BIPOC Total</b>	<b>10</b>	<b>0.6%</b>	<b>11</b>	<b>0.6%</b>	<b>9</b>	<b>0.6%</b>	<b>10</b>	<b>0.6%</b>	<b>8</b>	<b>0.4%</b>	<b>7</b>	<b>0.4%</b>
	White	38	2.2%	56	3.2%	51	2.9%	58	3.2%	59	3.3%	59	3.1%
	International	3	0.2%	1	0.1%	3	0.2%	2	0.1%	3	0.2%	2	0.1%
	Unknown	1	0.1%	3	0.2%	2	0.1%	1	0.1%	1	0.1%	1	0.1%
	<b>NON BIPOC Total</b>	<b>42</b>	<b>2.5%</b>	<b>60</b>	<b>3.5%</b>	<b>56</b>	<b>3.2%</b>	<b>61</b>	<b>3.4%</b>	<b>63</b>	<b>3.6%</b>	<b>62</b>	<b>3.3%</b>
<b>All</b>	<b>52</b>	<b>3.0%</b>	<b>71</b>	<b>4.0%</b>	<b>65</b>	<b>3.7%</b>	<b>71</b>	<b>4.0%</b>	<b>67</b>	<b>3.7%</b>	<b>69</b>	<b>3.7%</b>	
<b>GRAND TOTAL</b>	<b>1734</b>	<b>100%</b>	<b>1761</b>	<b>100%</b>	<b>1738</b>	<b>100%</b>	<b>1796</b>	<b>100%</b>	<b>1788</b>	<b>100%</b>	<b>1883</b>	<b>100%</b>	

Retrieved on November 29, 2023: <https://www.uvm.edu/oir/employee-demographics>

## FACULTY RECRUITMENT AND GUIDELINES

Recruitment and hiring of new faculty is a multistep process that requires the active participation and engagement of all stakeholders including the Provost's Office, Deans, Department Chairs, Department Directors, All Faculty, Search Committees, and Search Support Staff. As part of the University commitment for recruitment, the [Office of Affirmative Action and Equal Opportunity](#) offer important tools and resources to strengthen faculty search processes. Some of these tools are the resource guide for [AAEO Affirmative Recruiting training](#) for faculty search committees, the [Faculty Recruitment Guidelines and Instructions](#), and the [Recruitment Workflow Maps](#).

The University of Vermont is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, protected veteran status, or any other category legally protected by federal or state law. The University encourages applications from all individuals who will contribute to the diversity and excellence of the institution.

### Types of Recruitment and Hires

[Tenure Track](#)

[Non-Tenure Track](#)

[Tenure Track Academic Administrators](#)

[Non-Salaried Faculty](#)

[Henderson-Harris Fellow](#)

[Dual Career Hire \(PDF\)](#)

[Provost's Exploring Faculty Careers at UVM Program](#)

[Recruitment and Retention of Faculty of Color](#)

## I. Recruitment of Tenured and Tenure-Track Faculty

Tenured/Tenure-Track (T/TT) faculty include Academic Administrators with Faculty Appointments. T/TT faculty are generally hired through an external recruitment or search process, but there are situations when a search is not conducted and a NTT Faculty member transitions to a TT position (refer to your unit's guidelines). The following links will provide departments and units with pertinent information in recruiting a broad and diverse pool of applicants with different perspectives and areas of expertise. It also ensures that the hiring process is conducted with equal consideration, access and exposure for all potential candidates.

- [Advertising Guidelines](#)
- [Appointment Letter Templates](#)
- [Diversity Recruitment and Retention Plans](#)
- [Dual Career Hire Guidelines \(PDF\)](#)
- [PeopleAdmin - How To Guides](#)
- [Professional Meeting Interview Guidelines](#)
- [Recruiting Guidelines and Instructions](#)
- [Search Committee Membership Guidelines](#)
- [Tenure and Tenure-Track Recruitment Guidelines](#) *(updated November 2022)*

## Guidelines for Tenured and Tenure Track Faculty Positions

**Recruitment Authorization:** Requests for the recruitment of tenured & tenure-track (T/TT) positions are considered by the Office of the Provost as part of a College or School Staffing Proposal submitted each spring for recruitment for the following academic year. The Staffing Proposal must be reviewed by FAB, the Vice Provost for Faculty Affairs and authorized by the Provost.

The Office of the Provost strongly encourage increased communication among/between units in regard to tenure-track and non-tenure track full-time faculty recruitment. To that end, the following actions will make relevant units and constituencies more aware of recruitments and allow them to play appropriate roles in the search process (possible search committee membership, inclusion in campus visits, etc.):

- The Office of the Provost encourages Deans to discuss proposed recruitments among themselves to identify potential joint hires and cluster hires before the submission of Staffing Proposals.
- The Office of the Provost will provide Deans with a summary of approved faculty recruitments.
- The Office of the Provost will post the year's approved faculty recruitments on the [Faculty Affairs website](#).
- Candidate "Job Talks" should be as widely publicized as possible, consistent with a unit's search process (see Campus Interview Authorization section below for more information).
- Once a candidate accepts an offer, the hiring unit begins to develop an onboarding plan that includes efforts to connect them with current faculty and staff with common interests (see Accepted Offer section below for more information).

**Recruitment Initiation:** T/TT recruitment is authorized via the Staffing Proposal process. Units are expected to work with the Vice Provost for Faculty Affairs to develop and present recruitment (search) plans intended to yield a pool of candidates that reflects the diversity among available candidates in the hiring discipline. Upon approval of the recruitment plan, the unit must generate a requisition in [PeopleAdmin](#) to initiate it within our administrative system. This electronic requisition must be approved by the Dean's Office, FAB, and the Office of the Provost before any further action is taken. The following informational links will help complete the requisition:

- [T/TT Recruitment Guidelines](#)
- [T/TT Search Committee Membership Guidelines](#)
- [T/TT Advertising Guidelines](#)

The **Search Recruitment Plan** must be submitted when the recruitment is initiated in [PeopleAdmin](#).

- Description of the Search Process. Include plan for networking, broad outreach, and specific actions the department will take to widen its pool of applicants; describe any changes implemented since last search by the unit and the expected outcomes of those changes.
- Identify where ads will appear, including electronic locations, and a copy of the print ad.
- Describe availability and comparison of the applicant pool demographics with national, discipline-specific demographics; use data from discipline organizations and such other national organizations as:

- National Science Foundation - <http://www.nsf.gov/statistics/srvydoctorates/>
- Department of Education, Institute of Education Sciences (IES) [https://nces.ed.gov/programs/digest/2015menu\\_tables.asp](https://nces.ed.gov/programs/digest/2015menu_tables.asp)
- Include a rubric for each step of evaluation and any other information pertinent to the evaluation of candidates.

Candidates must apply for faculty positions through [uvmjobs.com](http://uvmjobs.com). Currently, paper applications are accepted only for LCOM. In addition, Campus Interview Authorizations and Appointment Authorizations may be filed ONLY through [PeopleAdmin](#).

**Diversity Recruitment Plan:** The unit is expected to employ the strategies identified in its Diversity Recruitment Plan to recruit candidates and to bring the position to the attention of a diverse population of scholars. General guidelines for [recruitment and hiring](#) can be found on the [Office of Affirmative Action and Equal Opportunity](#) (AAEO) website.

**Search Committee Training:** Consistent with the October 27, 2009 Affirmative Action Equal Opportunity Guidelines for Hiring Faculty, Administrators, and Staff, members of the search committee must participate in educational programs related to a strategic search process, best practices and innovations in determining qualifications, selection, and retention.

UVM's [Office of Affirmative Action and Equal Opportunity](#) holds annual training sessions on best practices in [Affirmative Recruiting](#) for Faculty search committee members. An announcement goes out in advance of each training with dates, times, and sign-up instructions (see [Professional Development and Training](#) calendar). If the official scheduled training dates do not work for the committee members, the Search Committee Chairs can schedule a committee-level training with the AAEO office. If a search committee member is unable to attend the training session, they can independently complete the AAEO [Affirmative Recruiting virtual training](#) (*log-in using UVM netid → View Library → Policy → click University of Vermont - Affirmative Recruiting Presentation to access the training*) and submit the training certificate they receive on completion to their search Chair. The Chair of the Search Committee must have completed training within the past two academic years and other Search Committee members within the past three academic years. Evidence of completion of training by all committee members should be documented in the search reports submitted to the Provost's office for review and approval.

**First Phase of the Search:** The dossiers of candidates should contain at a minimum their letter of application, vita, and statement on commitment to diversity and inclusion. Other required items such as letters of recommendation, graduate transcripts, teaching materials, and samples of scholarship may vary by unit, and, if a unit chooses to use these features in [PeopleAdmin](#), they can be uploaded electronically as part of the application process. Candidates in creative or performing arts may send other appropriate evidence of their work. When possible and appropriate, search committees may use Microsoft Teams, telephone or teleconferencing interviewing, and opportunities at professional meetings to help screen applicants.

**Interviewing at Professional Meetings:** Interviews at professional meetings do not require the advance approval of the Provost. Before the meeting, the Search Committee should review the [Guidelines for Interviewing at Professional Meetings](#).

**Campus Interview Authorization:** All non-LCOM recruitments must use the [PeopleAdmin](#) applicant status "*short-listed/screened*" to identify the subset of applicants short-listed for further screening, in preparation for selecting the list of finalists invited for an on-campus interview. The "*short-listed/screened*" phase may include phone interviews, airport interviews, solicitation of



additional materials, or other appropriate screening methods. In cases where the full applicant pool is subjected to this screening process, please select the "*short-listed/screened*" status for every applicant (so it is obvious to the Office of the Provost that this step included all applicants; otherwise, it may appear that this step was not part of the process at all). The short list/screening activity does not require pre-authorization.

Interviews conducted for the purpose of the final hiring determination require the advance approval of the Dean and the Office of the Provost. In most, but not all cases, these interviews take place on campus. Before inviting candidates for a campus interview, the unit must complete the Campus Interview Authorization tab in [PeopleAdmin](#) and forward it for approval. The request for Campus Interview Authorization must include:

- Position Number and Title;
- Changes to the approved Search Plan, if any;
- Comparison of the applicant pool demographics with the national, discipline-specific demographics. Explain aspects of the search process that may or may not have led to a diverse pool of applicants;
- Candidates Selected for Interview: Synopsis of the short-listed candidates' accomplishments and/or potential as teachers, researchers, scholars or creative artists, and advocates for inclusive excellence. Include approved rubric with the reviewers' average score for each criteria for each candidate; and
- Candidates Identified as Possible Interview: Brief comment justifying "possible interview" status, or synopsis of candidates' accomplishments and/or potential as teachers, researchers, scholars or creative artists and advocates for inclusive excellence. Include approved rubric with scores, as above.

It is suggested that candidates for T/TT positions meet with the following:

- Search Committee
- Department Chair
- Dean or Associate Dean
- Department or School Members
- Individuals beyond the department/hiring unit with related transdisciplinary research interests
- Individuals from the Faculty Development and Support Units (e.g., CELO, WID, CTL)
- Individuals who represent the broader University and Burlington community to help the candidate appreciate the less tangible factors influencing quality of life
- When appropriate, community stakeholders in the field

If consistent with a unit's search process, candidate "Job Talks" should be widely publicized.

**BACKGROUND CHECKS FOR FACULTY:** We are implementing a streamlined process for full-time faculty members to ensure efficient background check handling. UVM's Onboarding team will be integrated into the PeopleAdmin *On-campus Interview request* process so they can initiate the background check for faculty candidates. This will allow the Onboarding team to initiate the background check for the respective faculty member. These adjustments are aimed at enhancing the efficiency and effectiveness of faculty recruitment processes while ensuring compliance with the University's standards and policies around background checks. By integrating the Onboarding team into the PeopleAdmin process for full-time faculty hires, we streamline operations and provide a smoother, more unified experience for all stakeholders. For more

information about this process, see [Faculty Background Checks FAQs \(PDF\)](#). ***This process will take effect on July 1, 2024.***

***\*Note:*** While these guidelines pertain to full-time faculty recruitment processes, administrators might want to note that part-time faculty will also undergo background checks during the hiring process.

***International/Non-American Citizen Candidates:*** If the hiring unit is aware (on the basis of a candidate's self-identification), that any candidate(s) for a campus interview is/are not US citizens or permanent residents, the hiring unit should inform the [Office of International Education](#).

***Appointment Authorization:*** Before an offer is extended to a candidate, the unit must complete the Appointment Authorization tab in [PeopleAdmin](#) and forward it for approval by the Dean and the Office of the Provost. A request for Appointment Authorization must include:

- Position Number and Title;
- In rank order, a discussion of the strengths and weaknesses of the candidates to whom an offer of employment may be extended, in the areas of teaching, research/scholarship/creative arts, and contributions to UVM's commitment to diversity and inclusion (include copy of evaluation matrix or rubric);
- A discussion of the strengths and weaknesses of the candidates who will **not** be considered for an offer of employment, as above;
- Provide a faithful summary of any departmental discussion or assessment outcomes regarding the finalist's performance during on-campus interviews;
- Confirmation that reference checks were conducted (by and with whom) and/or letters of recommendation were received (how many and from whom); and
- A summary of reference check outcomes and/or Letters of recommendation content.

Units should **NOT** proceed with offers of employment until the Appointment Authorization routed in [PeopleAdmin](#) has been approved.

***International/Non-American Citizen Finalist:*** If the finalist is not a U.S. citizen or permanent resident, the hiring unit must immediately inform the [Office of International Education](#) so they can assist the unit and the individual with obtaining legal work authorization.

***Appointment Documentation:*** After appointment authorization has been received, the following appointment documents must be prepared:

- [Appointment Letter](#):
  - Draft appointment letter must be reviewed by Faculty Services prior to submitting to the VPFA for review and obtaining the Provost's signature.
- Personnel Action Set-Up Form
- Salary Distribution Form
- Addressed Envelope

Once the approved appointment letter has been signed by the Chair and Dean, route it and the above materials to Human Resource Services (HRS) – Faculty Services. HRS Faculty Services will forward the materials to the Provost's Office for review by the Vice Provost for Faculty Affairs (Provost's Designee) and signature by the Provost.

***Accepted Offer:*** When the candidate has signed the appointment letter and returned it to the Dean, the Dean should forward a copy to Faculty Services.

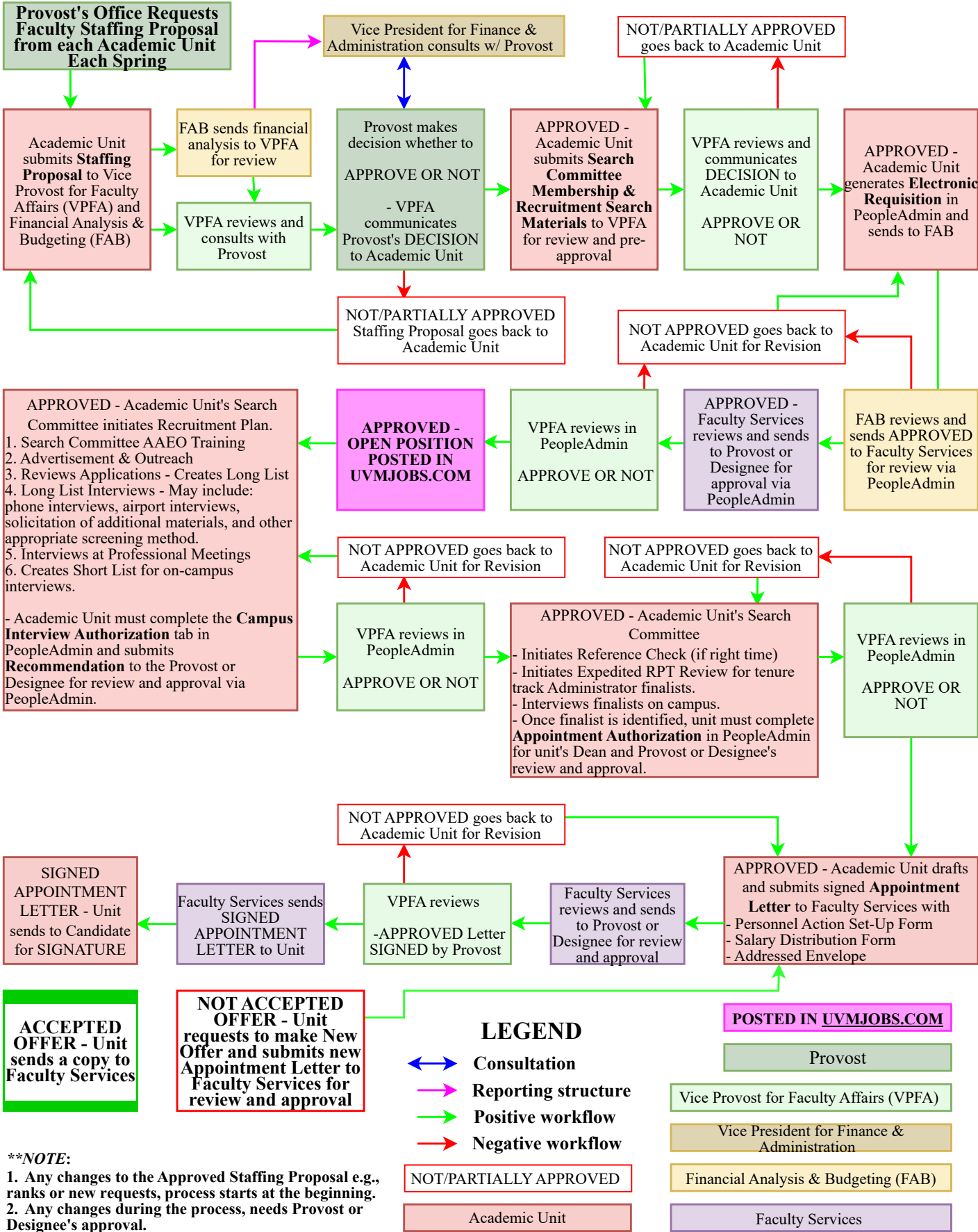
Once newly hired faculty members arrive on campus, unit efforts to connect them with current faculty and staff with common interests should increase. In addition, the Office of the Vice President for Research and the Division of Diversity, Equity, and Inclusion may also be able to identify faculty members with common interests and identities.

***Failed Searches:*** If the search is judged by the hiring unit or Vice Provost for Faculty Affairs to have failed, it will be closed. The hiring unit must request recruitment authorization through the submission of a subsequent Staffing Proposal for future recruitment. Units must not assume that failed searches will be automatically rolled over into the next academic year.

***NOTE:*** It is University policy that tenured/tenure-track positions are filled through a search process. There are, however, situations when a search may not be required. Such are to be considered business decisions made for the good of the University and are at the discretion of the Provost (or Designee).

# Tenure Track Recruitment Workflow

## UVM Academic Units (except LCOM)



**\*\*NOTE:**

1. Any changes to the Approved Staffing Proposal e.g., ranks or new requests, process starts at the beginning.
2. Any changes during the process, needs Provost or Designee's approval.
3. NOT ACCEPTED OFFER: In cases where only one candidate was put forth for either Campus Interview Authorization or Appointment Authorization, Unit must restart process from Campus Interview Authorization or Appointment Authorization for VPFA or Designee's review and approval.

## II. Non-Tenure Track Faculty Recruitment, New and Continuing Appointments

### **New Hires: Recruitment, Target of Opportunity Hires**

Non-Tenure-Track (NTT) faculty include the following faculty types: clinical, emeritus, extension, lecturer, library, research, and visiting. NTT faculty are generally hired through recruitment, but there are situations when a search is not required and a NTT Faculty member is hired by way of a Target of Opportunity Hire. The following links will provide you with information on NTT recruitment and Target of Opportunity Hires.

- [Diversity Recruitment and Retention Plans](#)
- [Recruitment Guidelines and Instructions](#)
- [Search Committee Membership Guidelines](#)
- [Advertising Guidelines](#)
- [Professional Meeting Interview Guidelines](#)
- [Target of Opportunity or Recruitment Waiver Hire Guidelines](#)
- [Appointment Letter Templates](#)
- [PeopleAdmin - How To Guides](#)

### **Continuing Employment: Target of Opportunity, Appointments**

Unless a NTT faculty member has a multi-year appointment, some administrative action must be taken on an annual basis to continue the NTT faculty member's employment from one year to the next. Continuing the employment of a faculty member is commonly referred to as "reappointment", but the term "reappointment" applies only in particular cases as defined by the Full-time and Part-Time Collective Bargaining Agreements and University Manual. The following links will provide you with information about the administrative actions necessary to continue the employment of a NTT faculty member who does not undergo a formal reappointment review:

- [Administrative Process for Continuing Employment \(PDF\)](#)
- [Appointment Letter Templates](#)
- [NTT Salaried Appointment Information Form \(Excel\)](#)
- [PeopleAdmin – How To Guides](#)

### **Reappointment Process:**

Prior to the expiration of a NTT faculty member's single or multi-year appointment, the hiring unit will conduct a reappointment review according to a pre-determined schedule. Reappointment reviews are completed either by the department chair/dean's designee using a "**pink sheet**", or by the department chair and dean using a "**blue sheet**". The reappointment process for NTT faculty is described in the Part-time and Full-time Collective Bargaining Agreements for represented faculty, and in the Faculty Handbook for non-represented faculty.

## Guidelines for Non-Tenure Track Faculty Positions

**Recruitment Authorization:** Requests for the recruitment of non-tenure-track (NTT) faculty positions are considered by the Office of the Provost as part of a College or School's Staffing Proposal submitted each spring for recruitments the following academic year. The Staffing Proposal must include the following and must be reviewed by the Office of Financial Analysis and Budgeting (FAB) and authorized by the Provost or Vice Provost for Faculty Affairs who serves as the Provost's Designee in faculty recruitment processes.

- Requests for position needs/costs (i.e., start-up funding, renovations, space, equipment) and how they will be met.
- Proposal for filling vacancies accompanied by a detailed justification.
  - a. Position description: its discipline/area of expertise; its expected contributions to undergraduate education, graduate education, and research/scholarship; and its potential for interdisciplinary impact including cross disciplinary teaching, and relevance to cluster hire (if applicable).
  - b. Description of how the position is essential to helping advance unit's overall strategy: how it supports the highest priorities of the college or school (programmatic, growth, enrollment, etc.) and the university including the [Academic Success Goals](#) and [Amplifying our Impact](#).
  - c. Description of how this recruitment supports unit's Inclusive Excellence Action Plan.
- Proposal for any new positions due to enrollment growth, programs' expansion, or for other reasons, must include the following:
  - a. Rank
  - b. Discipline
  - c. Proposed salary, and
  - d. Detailed justification on how the positions will contribute to UVM's priorities, including [Academic Success Goals](#) and [Amplifying our Impact](#).

**Recruitment Initiation:** NTT recruitment is authorized via the Staffing Proposal process. Units are expected to work with the Vice Provost for Faculty Affairs to develop and present recruitment (search) plans intended to yield a pool of candidates that reflects the diversity among available candidates in the hiring discipline. Upon approval of the recruitment plan, the unit must generate a requisition in PeopleAdmin to initiate it within our administrative system. This electronic requisition must be approved by the Dean's Office, Faculty Services, and the Office of the Provost before any further action is taken.

The following informational links will help to complete the requisition:

- [NTT Search Committee Membership Guidelines](#)
- [NTT Advertisement Guidelines](#)

The **Search Recruitment Plan** must be submitted when the recruitment is initiated in [PeopleAdmin](#).

- Description of the Search Process. Include plan for networking, broad outreach, and specific actions the department will take to widen its pool of applicants; describe any changes implemented since last search by the unit and the expected outcomes of those changes.

- Identify where ads will appear, including electronic locations, and a copy of the print ad.
- Describe availability and comparison of the applicant pool demographics with national, discipline-specific demographics; use data from discipline organizations and such other national organizations as:
  - National Science Foundation - <http://www.nsf.gov/statistics/srvydoctorates/>
  - Department of Education, Institute of Education Sciences (IES) [https://nces.ed.gov/programs/digest/2015menu\\_tables.asp](https://nces.ed.gov/programs/digest/2015menu_tables.asp)
- Include a rubric for each step of evaluation and any other information pertinent to the evaluation of candidates.

**Special Note:** Effective 1/1/2010, with the exception of the College of Medicine, candidates must apply for faculty positions ONLY through [uvmjobs.com](http://uvmjobs.com). Paper applications will not be accepted. In addition, Campus Interview Authorizations and Appointment Authorizations may ONLY be filed through [PeopleAdmin](#).

**Diversity Plan:** The unit is expected to employ the strategies identified in its Diversity Recruitment Plan to recruit candidates and to bring the position to the attention of a diverse population of scholars. General guidelines for [recruitment and hiring](#) can be found on the [Office of Affirmative Action and Equal Opportunity](#) (AAEO) website.

**Search Committee Training:** Consistent with the October 27, 2009 Affirmative Action Equal Opportunity Guidelines for Hiring Faculty, Administrators, and Staff, members of the search committee must participate in educational programs related to a strategic search process, and best practices and innovations in determining qualifications, selection, and retention. The Search Committee Chair should contact [AAEO](#) to discuss the sort of NTT position under recruitment (lecturer, clinical, library, extension, etc.) to determine and schedule the necessary [Affirmative Recruiting Training](#).

UVM's [Office of Affirmative Action and Equal Opportunity](#) holds annual training sessions on best practices in Affirmative Recruiting for Faculty search committee members. An announcement goes out in advance of each training with dates, times, and sign-up instructions (see [Professional Development and Training](#) calendar). If the official scheduled training dates do not work for the committee members, Search Committee Chairs can schedule a Committee-level training with the AAEO office. If a search committee member is unable to attend the training session, they can independently complete the AAEO [Affirmative Recruiting virtual training](#) (*log-in using UVM netid → View Library → Policy → click University of Vermont - Affirmative Recruiting Presentation to access the training*) and submit the training certificate they receive on completion to their search Chair. The Chair of the Search Committee must have completed training within the past two academic years and other Search Committee members within the past three academic years. Evidence of completion of training by all committee members should be documented in the search reports submitted to the Provost's office for review and approval.

**First Phase of the Search:** The dossiers of candidates should contain at a minimum their letter of application, vita, and statement on commitment to diversity and inclusion. Other required items such as letters of recommendation, graduate transcripts, teaching materials, and samples of scholarship may vary by unit and, if a unit chooses to use these features in [PeopleAdmin](#), they can be uploaded electronically as part of the application process. Candidates in creative or performing arts may send other appropriate evidence of their work. When possible and appropriate, search committees may use Microsoft Teams, telephone or teleconferencing interviewing and opportunities at professional meetings to help screen applicants.

**Interviewing at Professional Meetings:** Interviews at professional meetings are not required, and do not require the advance approval of the Provost. Before the meeting, the Search Committee should review the [Guidelines for Interviewing at Professional Meetings](#).

**Campus Interview Authorization:** Interviews for the purpose of screening candidates *do not* require authorization (examples of screening interviews may include airport interviews, interviews at professional meetings, and phone interviews). Interviews conducted for the purpose of the final hiring determination *do* require authorization. In most, but not all cases, these interviews take place on campus.

Campus interviews require the advance approval of the Dean and the Office of the Provost. Before inviting candidates to campus, the unit must complete the “Campus Interview Authorization” tab in [PeopleAdmin](#) and forward it for approval. Units should not proceed with campus interview plans until the Campus Interview Authorization routed in [PeopleAdmin](#) has been approved. It is suggested that candidates meet with the following:

- Search Committee
- Department Chair or Equivalent
- Dean or Associate Dean
- Department, School or Unit Members
- Individuals beyond the department/hiring unit with related educational/outreach/research/professional interests
- Individuals who represent the broader University and Burlington community to help the candidate appreciate the less tangible factors influencing quality of life
- When appropriate, community stakeholders in the field

**BACKGROUND CHECKS FOR FACULTY:** We are implementing a streamlined process for full-time faculty members to ensure efficient background check handling. UVM's Onboarding team will be integrated into the PeopleAdmin *On-campus Interview request* process so they can initiate the background check for faculty candidates. This will allow the Onboarding team to initiate the background check for the respective faculty member. These adjustments are aimed at enhancing the efficiency and effectiveness of faculty recruitment processes while ensuring compliance with the University's standards and policies around background checks. By integrating the Onboarding team into the PeopleAdmin process for full-time faculty hires, we streamline operations and provide a smoother, more unified experience for all stakeholders. For more information about this process, see [Faculty Background Checks FAQs \(PDF\)](#). ***This process will take effect on July 1, 2024.***

*\*Note: While these guidelines pertain to full-time faculty recruitment processes, administrators might want to note that part-time faculty will also undergo background checks during the hiring process.*

**International/Non-American Citizen Candidates:** If the hiring unit is aware (on the basis of a candidate's self-identification) that any candidates for a campus interview are *not* U.S. citizens or permanent residents, the hiring unit should inform the [Office of International Education](#).

**Appointment Authorization:** Before an offer is extended to a candidate, the unit must complete the “Appointment Authorization” tab in [PeopleAdmin](#) and forward it for approval by the Dean and the Office of the Provost. A request for Appointment Authorization must include:

- Position Number and Title;



- In rank order, a discussion of the strengths and weaknesses of the candidates to whom an offer of employment may be extended, in the areas of teaching, research/scholarship/creative arts, and contributions to UVM's commitment to diversity and inclusion (include copy of evaluation matrix or rubric);
- A discussion of the strengths and weaknesses of the candidates who will *not* be considered for an offer of employment, as above;
- Provide a faithful summary of any departmental discussion or assessment outcomes regarding the finalist's performance during on-campus interviews;
- Confirmation that reference checks were conducted (by and with whom) and/or letters of recommendation were received (how many and from whom); and
- A summary of reference check outcomes and/or Letters of recommendation content.

Units should not proceed with offers of employment until the Appointment Authorization, routed in [PeopleAdmin](#), has been approved.

***International/Non-American Citizen Finalist:*** If the finalist is not a U.S. citizen or permanent resident, the hiring unit must immediately inform the [Office of International Education](#) so they can assist the unit and the individual with obtaining legal work authorization.

***Appointment Paperwork:*** After appointment authorization has been received, the following appointment paperwork *must* be prepared:

- [Appointment Letter](#);
  - Draft appointment letters that deviate from the approved templates must be reviewed by Faculty Services prior to obtaining signature
- Personnel Action Set-Up Form;
- Salary Distribution Form; and
- Addressed Envelope

Once the approved appointment letter has been signed by the Chair and Dean, route it and the above materials to Human Resources Services - Faculty Services. HRS will forward the materials to the Provost's Office for review by the Vice Provost for Faculty Affairs (Provost's Designee) and signature by the Provost.

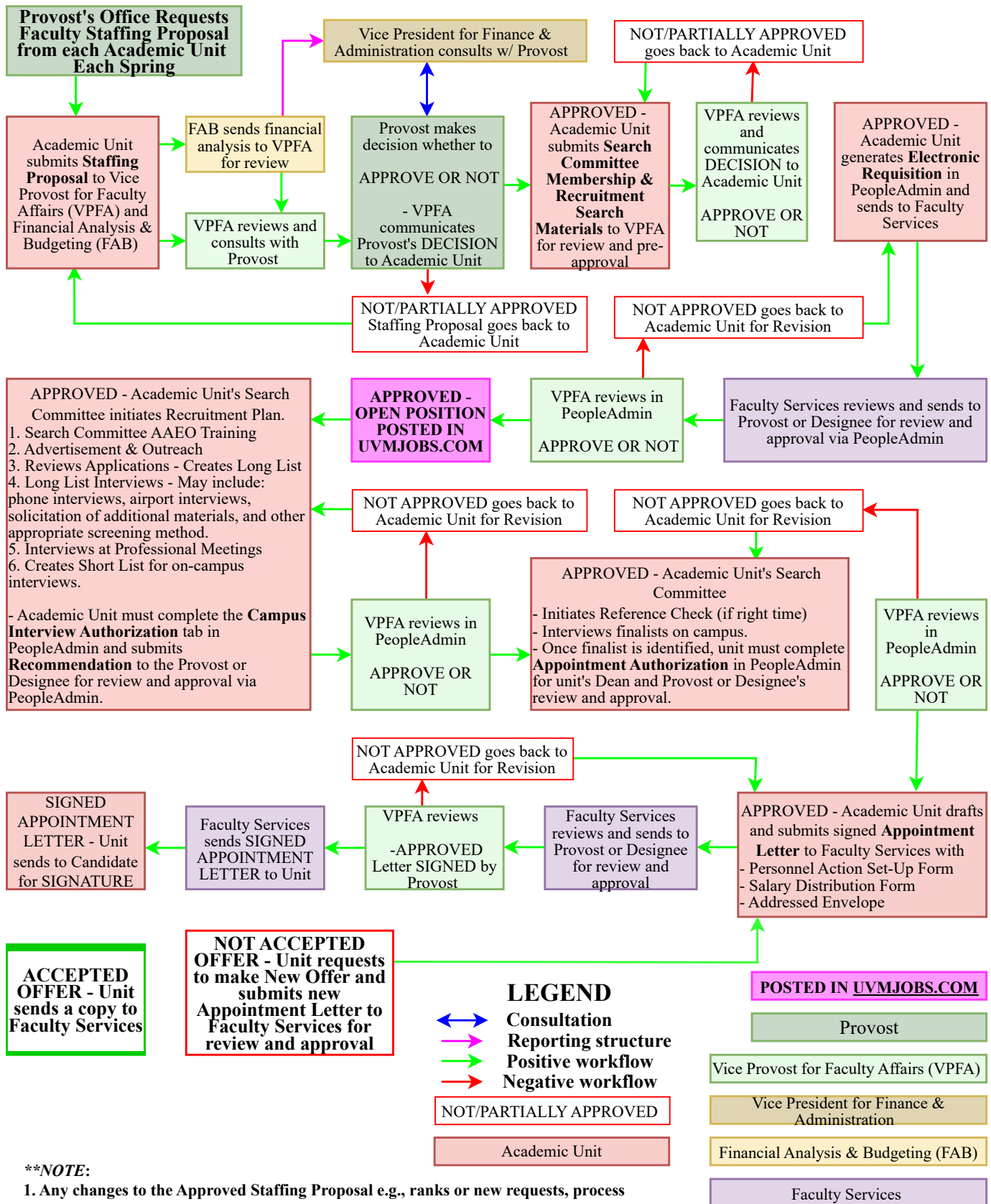
***Accepted Offer:*** When the candidate has signed the appointment letter and returned it to the Dean, the Dean should forward a copy to Faculty Services.

Once newly hired faculty members arrive on campus, unit efforts to connect them with current faculty and staff with common interests should increase. The Council of Deans can support its members in these efforts. In addition, the Office of the Vice President for Research may also be able to identify faculty members with common interests.

***Failed Searches:*** If the search is judged by the hiring unit or the Vice Provost for Faculty Affairs (Provost's designee) to have failed, it will be closed. The hiring unit must request recruitment authorization through the submission of a subsequent requisition in [PeopleAdmin](#) to recruit again in the future.

**NOTE:** It is University policy that positions are filled through a search process. There are, however, situations when a search may not be required. Such are to be considered business decisions made for the good of the University and are at the discretion of the Provost or the Vice Provost for Faculty Affairs (Provost's designee).

## Non-Tenure Track Recruitment Workflow UVM Academic Units (except LCOM)



**\*\*NOTE:**

1. Any changes to the Approved Staffing Proposal e.g., ranks or new requests, process starts at the beginning.
2. Any changes during the process, needs Provost or Designee's approval.
3. **NOT ACCEPTED OFFER:** In cases where only one candidate was put forth for either Campus Interview Authorization or Appointment Authorization, Unit must restart process from Campus Interview Authorization or Appointment Authorization for VPFA or Designee's review and approval.

### III. Tenure Track Academic Administrators

#### Guidelines for Tenure Track Academic Administrators

##### Recruitments Open to External Candidates

Academic Administrator positions that include an underlying Tenured/Tenure-Track faculty appointment and are open to both internal and external candidates should follow the [Recruiting Guidelines for Tenured/Tenure-Track Faculty](#). For external candidates, in addition, please refer to [Expedited Tenure Review Process \(PDF\)](#) and the [Recruitment Workflow Map \(PDF\)](#).

##### Internal Recruitment Only

**Recruitment Authorization and Initiation.** Requests for the recruitment of Academic Administrator positions must be submitted to the appropriate Dean or Director for approval at the unit level. If the position is approved at the unit level, the unit must generate a requisition in [PeopleAdmin](#) for review by the Office of Financial Analysis and Budgeting and get authorization from the Office of the Provost. These electronic requisitions must be approved by the Dean's Office, FAB, Faculty Services (HRS), and the Office of the Provost before any further action is taken.

##### *Special Notes:*

1 - With the exception of the Larner College of Medicine, candidates must apply for faculty positions ONLY through [uvmjobs.com](#). Paper applications will not be accepted. In addition, Campus Interview Authorizations and Appointment Authorizations may ONLY be filed through [PeopleAdmin](#).

2 - In the case of Academic Administrators, special care should be taken to clearly identify the terms, conditions, funding sources, and compensation associated with the Academic Administrator position and those of any separate and underlying faculty position.

**Diversity Recruitment Plan:** The unit is expected to employ the strategies identified in its Diversity Recruitment Plan to recruit candidates and to bring the position to the attention of a diverse population of scholars. General guidelines for [recruitment and hiring](#) can be found on the [Office of Affirmative Action and Equal Opportunity](#) (AAEO) website.

**Search Committee Composition:** Please refer to the [University and University Officers' Manual](#) for guidance on the composition of the Search Committee.

**Search Committee Training:** Consistent with the October 27, 2009 Affirmative Action Equal Opportunity Guidelines for Hiring Faculty, Administrators, and Staff, members of the search committee must participate in educational programs related to a strategic search process, best practices and innovations in determining qualifications, selection, and retention.

UVM's [Office of Affirmative Action and Equal Opportunity](#) holds annual training sessions on best practices in [Affirmative Recruiting](#) for Faculty search committee members. An announcement goes out in advance of each training with dates, times, and sign-up instructions (see [Professional Development and Training](#) calendar). If the official scheduled training dates do not work for the committee members, the Search Committee Chairs can schedule a committee-level training with the AAEO office. If a Search Committee member is unable to attend the training session, they can

independently complete the AAEO [Affirmative Recruiting virtual training](#) (log-in using UVM netid → View Library → Policy → click University of Vermont - Affirmative Recruiting Presentation to access the training) and submit the training certificate they receive on completion to their Search Chair. The chair of the Search Committee must have completed training within the past two academic years and other Search Committee members within the past three academic years. Evidence of completion of training by all committee members should be documented in the search reports submitted to the Provost's office for review and approval.

**First Phase of the Search:** The dossiers of candidates should contain at a minimum their letter of application, vita, and statement on commitment to diversity and inclusion. Other required items such as letters of recommendation, graduate transcripts, teaching materials, and samples of scholarship may vary by unit, and, if a unit chooses to use these features in [PeopleAdmin](#), they can be uploaded electronically as part of the application process. Candidates in creative or performing arts may send other appropriate evidence of their work. When possible and appropriate, search committees may use teams, telephone or teleconferencing interviewing, and opportunities at professional meetings to help screen applicants.

**Campus Interview Authorization:** Even in the case of an internal recruitment, campus interviews require the advance approval of the Dean or Director and the Vice Provost for Faculty Affairs (Provost's designee). Before conducting campus interviews, the unit must complete the Campus Interview Authorization tab in [PeopleAdmin](#) and forward it for approval. Units should not submit written/paper requests for Campus Interview Authorization. Units should not proceed with campus interview plans until the Campus Interview Authorization routed in [PeopleAdmin](#) has been approved.

**Appointment Authorization:** Before an offer is extended to a candidate, the unit must complete the Appointment Authorization tab in [PeopleAdmin](#) and forward it for approval by the Dean or Director, Human Resource Services - Faculty Services, and the Vice Provost for Faculty Affairs (Provost's designee). Units should not submit written/paper requests for Appointment Authorization. A request for Appointment Authorization must include:

- Position Number and Title;
- In rank order, a discussion of the strengths and weaknesses of the candidates to whom an offer of employment may be extended, in the areas of teaching, research/scholarship/creative arts, and contributions to UVM's commitment to diversity and inclusion (include copy of evaluation matrix or rubric);
- A discussion of the strengths and weaknesses of the candidates who will **not** be considered for an offer of employment, as above;
- Provide a faithful summary of any departmental discussion or assessment outcomes regarding the finalist's performance during on-campus interviews;
- Confirmation that reference checks were conducted (by and with whom) and/or letters of recommendation were received (how many and from whom);
- A summary of reference check outcomes and/or Letters of recommendation content; and
- Evidence that Background Check was initiated for the finalist.

Units should not proceed with offers of employment until the Appointment Authorization routed in [PeopleAdmin](#) has been approved.

***Appointment Paperwork:*** After appointment authorization has been received, the following appointment paperwork must be prepared:

- [Appointment Letter](#);
  - Draft appointment letter must be reviewed by the Coordinator for Labor Relations & Faculty Affairs prior to obtaining signature;
- Personnel Action Set-Up Form;
- Salary Distribution Form; and
- Addressed Envelope

Once the approved appointment letter has been signed by the Chair (or equivalent) and Dean or Director, route it and the above materials to Human Resources (HRS) – Faculty Services. HRS will forward the materials to the Provost's Office for review by the Vice Provost for Faculty Affairs (Provost Designee) and signature by the Provost. HRS Faculty Services will then mail the letter to the candidate with other applicable information (e.g., Teacher's Oath, W-4, Employee Information Form, etc.) and route all necessary paperwork to Payroll for entry into PeopleSoft.

***Accepted Offer:*** When the candidate has signed the appointment letter and returned it to the Dean, the Dean should forward a copy to Faculty Services.

***Failed Searches:*** If the search is judged by the hiring unit or the Vice Provost for Faculty Affairs (Provost's designee) or Provost ***not*** to have yielded acceptable candidates, it will be closed. The hiring unit must request recruitment authorization through the submission of a subsequent requisition in [PeopleAdmin](#) to recruit again in the future.

**NOTE:** It is University policy that positions are filled through a search process. There are, however, situations when a search may not be required. Such are to be considered business decisions made for the good of the University and are at the discretion of the Provost or the Vice Provost for Faculty Affairs (Provost's designee).

*Revised for clarity: 02-27-2023*

# Expedited Tenure Review Process for Incoming Administrators with Faculty Appointments Recruitment Workflow

**Once finalists are identified**, the Search Committee

- Initiates Reference Check (if right time)
- Initiates Expedited Tenure Review Process for tenure track Administrator who
  - a. Have been granted tenure at an academic institution of comparable reputation;
  - b. Already hold the rank of full professor at a comparable academic institution; and
  - c. Will hold a joint faculty appointment in an academic unit at UVM.

\*If either of the two are not the case, the standard tenure review process will be deployed. If the third is not the case, the tenure question is irrelevant.

**PROCESS**

  1. The Search Committee Chair, in consultation with the Vice Provost for Faculty Affairs (VPFA):
    - a. Notifies finalists of the Expedited Tenure Review Process;
    - b. Provides finalists of pertinent information (e.g., timeline, RPT guidelines); and
    - c. Gathers information from finalists' referees.
  2. The Search Committee Chair sends the following, for each interview finalist, to the VPFA:
    - a. Dossier, including CV;
    - b. Cover memo summarizing eligibility for expedited review and credentials/qualifications for tenure for each finalist;
    - c. Potential home department(s) or school (following consultation with candidate), and the corresponding unit's RPT guidelines;
    - d. Evidence of teaching effectiveness (requested from candidate; e.g., a summary of courses taught, teaching evaluation data, teaching awards); and
    - e. Summary of information from referees pertaining to suitability for tenured position.

\*\*Finalists will be reviewed on the basis of documents already submitted as part of the search process, including, but not limited to: 1) the candidate's CV, 2) letters of support, 3) documentation of teaching effectiveness, and 4) letter from the search committee chair.
  3. The review is to be completed over the course of 5 business days prior to finalists on-campus interview.
  4. The review will focus solely on the candidates' acceptability for tenure under UVM and relevant academic-unit guidelines.

VPFA or Designee forwards search materials, for each finalist, for review and vote to home department, unit's FSC, and PSC. Reviews at all levels will be concurrent.

**Each finalist**

1. Home department and unit's Faculty Standard Committee (FSC) review and vote.
2. Unit's Dean forwards search materials and report summary to VPFA

Senate Professional Standards Committee (PSC) reviews, votes and submits report to VPFA

VPFA reviews search materials, reports summary and votes from department, unit's FSC, and PSC; and submits recommendation to Provost

Provost reviews search materials, reports summary of reviews submitted by VPFA, and makes decision whether to

**AWARD TENURE OR NOT**

- VPFA communicates Provost's DECISION to Search Committee Chair and Unit's Dean's Office

**APPROVED - Search Committee interviews finalists on-campus**

Once a finalist is identified, the unit drafts an **Appointment Letter** and sends to Faculty Services and VPFA for Review.

**VPFA reviews**

- 1) APPROVED Letter SIGNED by President
- 2) VPFA sends OFFER LETTER to finalist to sign
- 3) ACCEPTED OFFER - VPFA drafts announcement and sends it to UVM Communication for review.
- 4) APPROVED Announcement
  - a. VPFA sends it to home unit for unit announcement
  - b. VPFA notifies UVM Communication to disseminate the announcement

NOT APPROVED goes back to the Search Committee

**LEGEND**

- Positive workflow
- Negative workflow

NOT APPROVED

Search Committee

Academic Unit

Senate Professional Standards Committee

Provost

Vice Provost for Faculty Affairs (VPFA)

**\*\*NOTE:**

1. Unit has the responsibility to submit material for RPT review to appropriate committees, and the reports of reviews and votes at unit level in a timely manner.
2. Any changes during the process, needs Provost or Designee's approval.

## IV. Non-Salaried Faculty

### Guidelines for New and Continuing Appointments: Non-Salaried Faculty Positions

Non-salaried faculty appointments at the University of Vermont include adjunct appointments, secondary appointments, research affiliate appointments, and visiting scholar appointments.

The following will provide you with the definitions of these appointment types, non-salaried faculty appointment request information, and information about the annual renewal process.

#### [Definitions of Non-Salaried Appointment Types \(PDF\)](#)

**Initial Appointment Process:** Non-salaried appointments are valuable tools that represent a real cost, and potential liability, to the University. They should be extended only when there is a valid academic purpose and need for the appointment. The appointment should be of benefit both to the University and the individual to whom it may be extended.

Non-salaried appointment requests are to be approved by the Vice Provost for Faculty Affairs (Provost's designee) and they require a formal appointment letter.

Non-salaried appointments involve a consultative process, including the faculty in the appointing department or unit. Relevant faculty appointment requests forms and a link to the relevant appointment letters are below.

- [Request Form for Adjunct Faculty \(MS Word\)](#) (revised March 2022)
- [Request Form for Secondary Faculty \(MS Word\)](#)
- [Request Form for Research Affiliate \(MS Word\)](#)
- [Processing a Visiting Scholar/Scientist Appointment \(PDF\)](#) (revised March 2022)
  - [Visiting Scholar/Scientist Invitation Letter \(Optional\) \(MS Word\)](#) (added February 2023)\*  
\*Invitation letters sometimes are needed for Visiting Scholars/Scientists to apply for funding, but they are an optional part of the UVM Visiting Scholar/Scientist Process, as an Offer Letter is required\*
  - [Visiting Scholar/Scientist Checklist for Host Departments \(Fillable PDF\)](#) (revised April 2022)
  - [Visiting Scholar/Scientist Agreement \(MS Word\)](#) (revised March 2022)
  - [Visiting Scholar/Scientist Application \(Fillable PDF\)](#) (revised March 2022)
  - [Visiting Scholar/Scientist Disclosure Form \(Fillable PDF\)](#) (revised March 2022)
- [Appointment Letter Templates](#)

**Annual Renewal Process:** Non-salaried faculty appointments are typically extended on an annual basis. Academic departments should review all of their active non-salaried appointments each spring, and take the appropriate action to either terminate appointments if they are no longer necessary, or renew appointments for another year.

To renew a non-salaried appointment, the department should forward a copy of the renewal memo to Faculty Services. A Personnel Action Form (PAF) is not necessary if there are no changes to the appointment.

A sample renewal memo can be found in the [Reappointment Letter Templates](#).

Once the appointment is non-renewed or terminated, the department or unit should submit a PAF for termination of the appointment.

*Revised for clarity: 02-27-2023*

## V. Henderson-Harris Fellowship Program

### Guidelines for Henderson-Harris Fellowship Program

The Henderson-Harris Fellowship Program honors the memory of George Washington Henderson and Andrew Harris. George Washington Henderson was one of the first African American students elected to Phi Beta Kappa and to graduate from the University of Vermont (class of 1877). Andrew Harris was not only the very first African American graduate of the University of Vermont (class of 1838), but he was also the first African American college graduate in the United States to champion the abolition of slavery and to demand full equality for people of color. The Henderson-Harris Fellowship Program, offered in cooperation with academic departments, sponsors post-doctoral scholars who can help to advance UVM's research and teaching goals and assist in reaching identified diversity goals, especially with respect to the specific academic curricula.

The Henderson-Harris fellowships are awarded for a maximum of two years with the expectation the Fellow will transition to a tenure-track position at UVM at the completion of the fellowship. The requesting unit must contribute at least one-half of the starting salary and start-up expenses. In-kind commitments from the Vice Provost for Faculty Affairs (VPFA) and Vice President for Research (VPR) will be in the form of professional development, peer mentoring, community building, and networking opportunities, as applicable. Candidates are individuals who are authorized to work in the United States and who identify as people/persons of color. UVM will not sponsor employment authorization for these positions. Academic units are encouraged to assess the interest and potential of Henderson-Harris Fellows candidates before the submission of the Faculty Staffing proposal. Academic units are also strongly encouraged to explore joint efforts and identify thematic areas for cluster hires.

[Henderson-Harris Fellow Recruitment Workflow \(PDF\)](#)

**This program contributes to the following:**

[Academic Success Goals](#) 1.1, 1.5 and 2.2.

[Inclusion Excellence](#) Pillar 1 Component 1, Pillar 2 Component 1, Pillar 4 Component 3

[Amplifying Our Impact Strategic Area](#) All

**Primary Lead:** Office of the Provost

**Supporting Units:** Vice President for Research; Deans

**Related programs:** [George Washington Henderson New Faculty Program](#)

[Provost's Future Faculty Program](#)



## Process

1. Academic Unit Dean submits Henderson-Harris Fellow Statement of Recruitment Interest and a brief description of Onboarding and Transition Plan with the annual faculty Staffing Proposal to the Vice Provost for Faculty Affairs (VPFA) and Financial Analysis and Budgeting (FAB) for review and approval.
2. The Provost will select up to four requests for Henderson-Harris Fellow per year. Criteria for selection include, but are not limited to:
  - a. Anticipated need for delivery of academic program
  - b. Potential for increasing interdisciplinary research in areas of distinctive strength
  - c. Contribution to the delivery of the Catamount Core, the Honors College curriculum, or the graduate level curriculum
  - d. Strength of the Academic Unit's plan for onboarding and transitioning the candidate to a tenure track position
  - e. Alignment with the goals of the unit's Inclusive Excellence Action Plan
3. Deans of the units selected for a Henderson-Harris Fellow will each appoint Search Committees and follow the Non-Tenure Track (NTT) guidelines for faculty searches.
4. Academic Units with approved search materials, generates Electronic Requisition in [PeopleAdmin](#), advertise/recruit, and identify candidates to extend offers to; and send it to VPFA for review and approval.
5. If approved, Dean submits detailed Onboarding and Transition Plan/Commitment Agreement and an Appointment Letter to Faculty Services and the VPFA for review and approval.
6. If approved, Dean extends offer outlined in the **Commitment Agreement** to faculty candidate, including responsibilities to the Henderson-Harris Fellowship Program.
7. Dean communicates candidate's acceptance of offer to Office of the Provost.
8. Candidate's information is entered by Office of the Provost into HHF database.
9. VPFA notifies Vice Provost for Diversity, Equity, and Inclusion (VPDEI).
10. VPDEI contacts candidate with information on Henderson-Harris Fellows, including participation in required activities.
11. VPFA coordinates with University Communications for public announcement.

## Commitment Agreement

- a) Home unit(s) and years of appointment
- b) Salary commitment per year: \_\_ Hiring Unit \_\_ Provost \_\_ VPR \_\_ Other Unit
- c) Start-up commitment per year: \_\_ Hiring Unit \_\_ Provost \_\_ VPR \_\_ Other Unit
- d) Teaching assignment
- e) Scholarship/research expectations
- f) Service expectations
- g) Responsibilities as Henderson-Harris Fellow

## Onboarding and Transition Plan

Onboarding serves the purpose of informing, orienting, and empowering the new faculty member. The process begins as soon as the offer is accepted and continues throughout the first year of employment. The period between acceptance of the employment offer (typically late Spring) and beginning of employment (typically start of the academic year) is the most critical. Communications with the new hire must be transparent, honest, respectful, and frequent. Please review the responsibilities listed below for those offices involved to ensure a successful onboarding process is in place.

- (a) Responsibilities of department chair (or Associate Dean in units without chairs)

- Devises 90-day personalized onboarding plan in collaboration with the Dean's office;
- Maintains frequent contact with new hire through the summer;
- Communicates department's imperatives, plans, and goals;
- Assists with office/lab set-up and facilitates contact with vendors, tech personnel, and others, as needed;
- Designs mentoring plan and assigns department mentor;
- Fosters development of personal and professional relationships with members of the department, university, and community;
- Identifies and reports issues that require dean and provost intervention; and
- Devises two-year plan for professional development and successful transition to tenure track and sets benchmark expectations for research/scholarship and teaching.

(b) Responsibilities of Dean's Office

- Provides information on housing, schools/childcare/assisted living, community initiatives, houses of worship, and other needs as requested;
- Assists and supports department chair in their responsibilities;
- Develop onboarding plan for Henderson-Harris Fellows; and
- Works with HR to assign NetID and access to university resources.

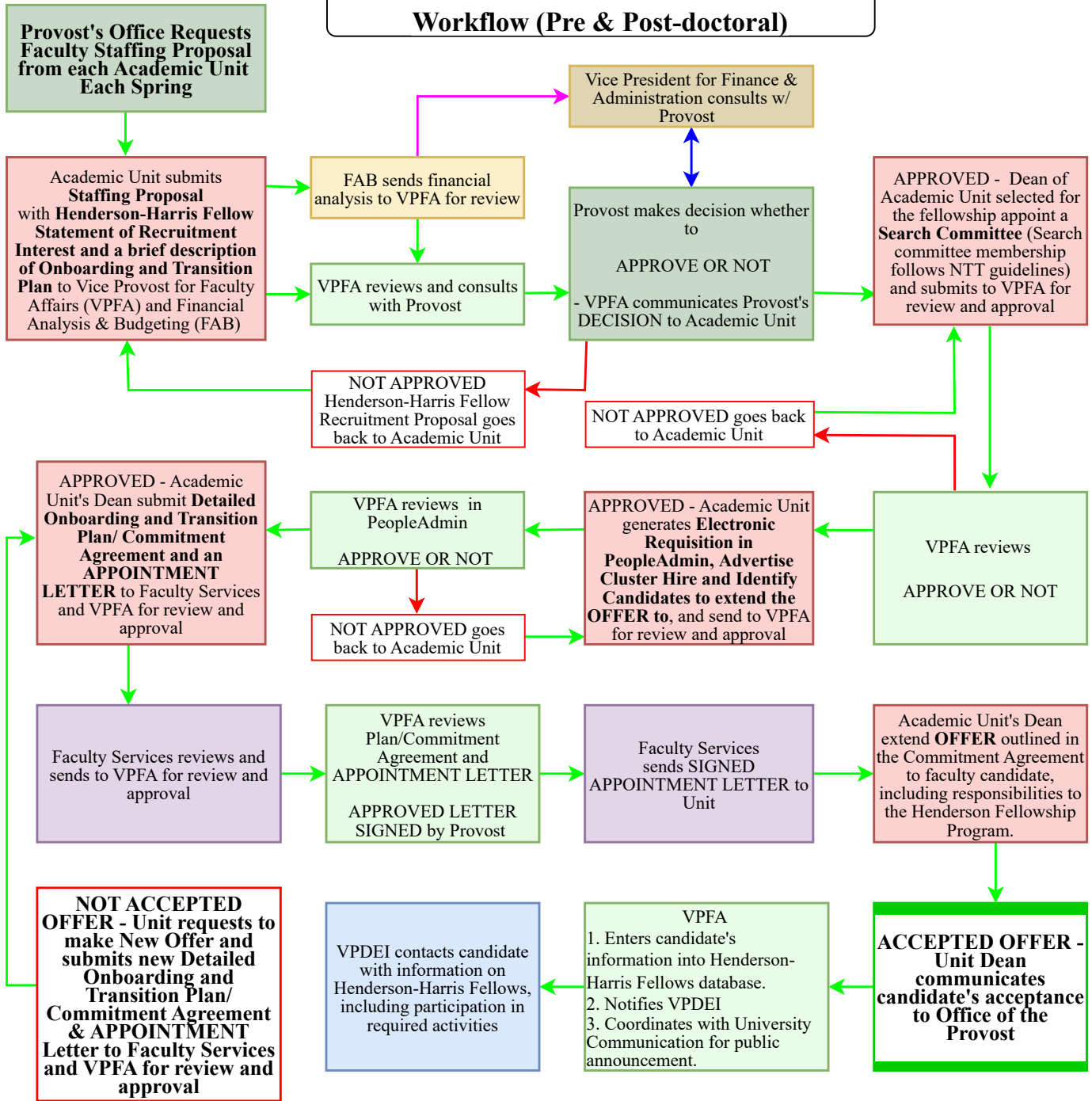
(c) Responsibilities of Office of the Provost for Faculty Affairs

- Provides updates through the summer on university activities and opportunities for professional development;
- Coordinates research resource training with office of OVPR through the First Year Faculty Experience program;
- Communicates information on New Faculty Orientation (NFO), First-Year Faculty Experience (FYFE) Program (FYFE), and the Comprehensive Faculty Mentoring Program;
- Provides information on Henderson-Harris Fellowship Program;
- Collaborates with academic units in assigning a mentor;
- Reviews Candidates' Blue Sheets and recommendations for Tenure Track Hire from academic units.

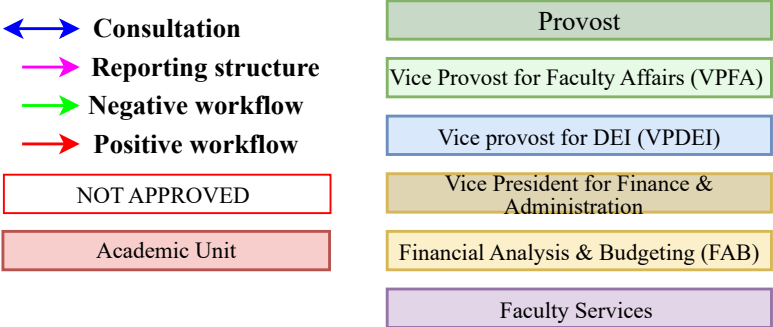
(d) Responsibilities of the Office of the Vice Provost for Diversity, Equity, and Inclusion

- Facilitates contact with Henderson-Harris Fellows community; and
- Facilitates contact with other under-represented faculty on campus.

## Henderson-Harris Fellow Recruitment Workflow (Pre & Post-doctoral)



### LEGEND



**\*\*NOTE:**

1. Any changes to the Approved Proposal, process starts at the beginning.
2. Any changes during the process, needs Provost or Designee's approval.

**SAMPLE: Henderson-Harris Fellow Onboarding and Transition Plan**  
*(Month Day, Year)*

**Onboarding and Support:** It is expected that the Henderson-Harris Fellows demonstrate clear potential for success on the tenure track with respect to both scholarship and teaching at the time of their consideration for transition. To help Fellows achieve this standard, the College/Unit will provide the following resources and supports:

- ***Scholarship Support:*** Fellows will receive access to as much as \$10,000 in research funds each year of their postdoc term.
- ***Limited teaching responsibilities:*** Fellows will teach only two courses per academic year. It is recommended that they teach one course per semester.
- ***Teaching and scholarship mentoring:*** Fellows will be assigned small teams of scholarship and teaching mentors to guide the fellows in creating a roadmap for their success at UVM. Scholarship and Teaching mentoring teams will have at least one member of the Fellows' department and at least one member from outside of the Fellows' department. Scholarship and Teaching mentoring teams and the Department Chair will meet with the Fellows at least monthly and with the Vice Provost for Faculty Affairs at least once per year.
- ***No advising or service responsibilities:*** Fellows will have no assigned advising or services responsibilities. Any exceptions must be approved by the Dean.
- ***Practical introduction to the College and University:*** Fellows will attend the Provost's office New Faculty Orientation activities being held in August each year, the First Year Faculty Experience workshop series during year 1 and 2, programming organized by the Graduate College for UVM post-docs, and activities organized by the Division of Diversity, Equity and Inclusion (DEI) for the Henderson-Harris fellows.
- Fellows will also participate in year-end Division of Faculty Affairs survey about their experience of the fellowship.

**Transition:** The expectation is that the Fellows will be eligible for Tenure-Track appointment in their second post-doctoral year. Fellows will be evaluated against Department RPT guidelines for first reappointment. Normally, that evaluation will begin in the fall of post-doctoral year 2. However, in circumstances where the Dean, in consultation with the Chair and Department, has determined that the Fellow has met the standard for potential success on the tenure track in post-doctoral year 1, a Fellow may be evaluated for transition at the end of their first post-doctoral year.

**Timeline:** The College will strive to adhere to the following timeline for the transition.

***March of post-doctoral year 1*** – Henderson-Harris Fellows give a public talk.

***October 1 of post-doctoral year 2*** – Henderson-Harris Fellows submit dossier (blue sheet) to the Department.

***October 15 of post-doctoral year 2*** – Departments review the dossier and vote on the appointment.

***November 1 of post-doctoral year 2*** – Dean reviews the dossier and makes a recommendation to the Provost.

**Process:**

- The Henderson-Harris Fellows shall be evaluated against Department RPT guidelines for first reappointment.
- The dossier (blue sheet) shall include at least 1 peer teaching observation.
- Department faculty shall vote on the candidate and a summary of their discussion should be included in the dossier.

- The chair shall provide their recommendation on the appointment and forward the dossier and recommendation to the Dean.
- The Dean shall provide their recommendation on the appointment and will forward their recommendation to the Vice Provost for Faculty Affairs for Review.
- The Vice Provost for Faculty Affairs completes review and submits a recommendation for approval to the Provost.
- In approved cases, the unit submits a request for appointment as a tenure-track Assistant professor on PeopleAdmin for formal approval (Submissions should include the Chairs and Dean's memos of support, and the Provost's memo of approval).

## VI. Dual-Career Hires

### Faculty & Senior-Level Administrator Dual-Career Hiring Guidelines

The spouse, civil union partner, or individual in comparable status<sup>1</sup> (“SCUP”) of a candidate in the external recruitment of a tenure-track faculty member or senior-level administrator (Dean, Vice President, Provost, President) may be eligible for consideration for a UVM appointment under the Guidelines listed below.

No candidate should be asked if they have a SCUP during any stage of the recruitment process. Candidates may initiate the conversation if it is germane to their consideration of UVM’s offer of employment.

#### **Process:**

- The decision of whether to pursue a dual-career hire lies with the Dean of the unit into which the candidate will be hired, and with the President or Provost, as appropriate, for senior leadership hires. For hires involving more than one academic or staff unit, the terms of the SCUP position are negotiated by the Dean(s) or VP(s) of the units involved. The SCUP hire may fill an open faculty/staff position, or a position newly created for this purpose. Provostial approval for the SCUP position is required only in cases where the creation of a tenure-track line is contemplated and/or the Provost provides funding in support of the hire.
- The SCUP position is ordinarily funded by the unit(s) into which the candidate and/or SCUP will be hired. The Provost will consider requests for limited-term financial support as funds are available and when the hire furthers a strategic priority. Such requests must include cost-sharing/matching commitments on the part of the participating units and will be awarded on a case-by-case basis at the discretion of the Provost.
- Appropriate members of the SCUP’s proposed receiving department will be provided an opportunity to evaluate the individual’s qualifications for the position through an interview and review of the C.V., with the resulting advice provided to the unit’s Dean or VP by the department head.
- When the conditions of the SCUP appointment have been finalized, the executed appointment letter and copy of an MOU summarizing all conditions of the appointment, including its term and internal funding commitments, must be submitted within 30 days to the Vice Provost for Faculty Affairs for recording.
- SCUP appointments must follow University employment requirements for opportunity hires and adhere to the terms of any applicable Collective Bargaining Agreement or HRS hiring guidelines for staff. The SCUP appointee is subject to all customary performance review policies and processes relevant to the position.

<sup>1</sup> Definition of Spouse or Civil Union Partner (SCUP): A spouse or civil union partner is defined as a lawful spouse or a party to a civil union in cases where (i) the marriage or civil union is valid in the jurisdiction in which it was solemnized, and (ii) the marriage or civil union does not violate Vermont law or the express public policy of the State of Vermont; or spousal equivalents in states that do not recognize same-sex civil union or marriage.

*Revised for clarity, 11-7-2022*

## VII. Exploring Faculty Careers at UVM Program

### **Program Description:**

The Provost's [Exploring Faculty Careers at UVM Program](#) is a campus-wide faculty recruitment initiative promoted by the Office of the Provost. The program is designed to advance the [Academic Success Goals](#) for the University of Vermont by building institutional capacity through the recruitment of faculty that embody and contribute to the diversity of our campus. This program is designed to bring promising future faculty prospects to UVM for a mock interview and orientation visit. During their stay, program candidates will have an opportunity to meet faculty with similar scholarly/research interests, present their work and receive feedback, establish mentoring relationships, visit a class, learn about UVM, and observe and experience the life of a UVM faculty member.

To be eligible, the program candidate must (i) identify as a member of a group under-represented at UVM or in the discipline of the host academic unit; (ii) demonstrate interest in pursuing an academic career (post-doctoral or faculty level) within the next two years; (iii) demonstrate commitment to advancing diversity and inclusion in higher education; (iv) demonstrate potential to fill current or anticipated vacancies in the unit.

### **How to Apply:**

Applications must include the following (in this order):

- The application form, including detailed budget, with approval signatures from the immediate sponsor supervisor (chair, associate dean, or program/institute director) and the dean.
- The program candidate's CV.
- A 350-word narrative describing (i) how the program candidate meets the eligibility criteria and how their discipline and career interest fits into the strategic priority and mission of the academic unit (department, school, program, or college); (ii) how recruitment of the program candidate will augment the unit's contribution to advancing diversity and inclusion at UVM, with specific reference to the [Unit's Diversity Action Plan](#).
- A 200-word mentoring plan for the program candidate, including plans for post-visit follow-up. At least two UVM faculty must commit to mentoring the program candidate.
- A detailed schedule for the visit that includes an orientation meeting with the Vice Provost for Faculty Affairs, meeting the department chair (or equivalent) and the unit dean, and opportunities for professional development.
- The application is reviewed and approved by the Vice Provost for Faculty Affairs.

The application period is open. Proposals must be submitted at least two months before the expected visit. Applications must be submitted in a single bookmarked PDF file, with the subject line, "Exploring Faculty Careers at UVM" to [Jennifer.Diaz@uvm.edu](mailto:Jennifer.Diaz@uvm.edu).

The application form can be found [here](#).

## VIII. Recruitment and Retention of Faculty of Color

### **Provost's Future Faculty Program at UVM**

The [Provost's Exploring Faculty Careers at UVM Program](#) is a campus-wide faculty recruitment initiative promoted by the Office of the Provost. The program is designed to advance the [Academic Success Goals](#) for the University of Vermont by building institutional capacity through the recruitment of faculty that embody and contribute to the diversity of our campus. This program is designed to bring promising future faculty prospects to UVM for a mock interview and orientation visit. During their stay, program candidates will have an opportunity to meet faculty with similar scholarly/research interests, present their work and receive feedback, establish mentoring relationships, visit a class, learn about UVM, and observe and experience the life of a UVM faculty member. Click [here](#) for more information.

### **Henderson-Harris Fellowship Program**

The [Henderson-Harris Fellowship Program](#) honors the memory of George Washington Henderson and Andrew Harris. George Washington Henderson was one of the first African American students elected to Phi Beta Kappa and to graduate from the University of Vermont (class of 1877). Andrew Harris was not only the very first African American graduate of the University of Vermont (class of 1838), but he was also the first African American college graduate in the United States to champion the abolition of slavery and to demand full equality for people of color. The Henderson-Harris Fellowship Program, offered in cooperation with academic departments, sponsors post-doctoral scholars who can help to advance UVM's research and teaching goals and assist in reaching identified diversity goals, especially with respect to the specific academic curricula.

### **Provost's Diversity Fellows**

We have formed our second cohort of Diversity Fellows. This program combines monthly meetings throughout the academic year with a two-day institute devoted to curricular design, facilitating dialogue in the classroom, and the campus climate on diversity and inclusion issues. The program goals are to discuss and enhance the understanding of diversity and inclusion concepts amongst faculty and the university community. The Provost's Faculty Fellow for Diversity has responsibility for promoting diversity and inclusion campus-wide, and assumes a leadership role in advancing specific diversity and inclusion initiatives that directly support our academic and student success priorities.

### **Recruitment Guidelines for Tenure and Tenure-Track Faculty**

The Provost's Office has made significant changes in [recruitment guidelines \(pdf\)](#) to include new language in position advertisements and appointment letters. There is now a requirement for all applicants to submit a separate statement of how they will advance diversity and inclusive excellence. The search committee is required to evaluate and weigh the statement along with other information during the first round of review. There is also a new requirement for the search committee to verify that a reference check was completed for each finalist and to submit a brief summary of each reference check.

### **McKnight Fellows Program (Florida Education Fund)**

The McKnight Fellows Program is designed to enhance the pool of qualified applicants for faculty positions. The Vice Provost for Faculty Affairs and the Academic Talent Acquisition and Retention Coordinator, in addition to invited faculty, attend the McKnight Fellows Program annually. The Provost's Office sponsors faculty of diverse backgrounds to attend the program to meet prospective diverse candidates for future faculty positions at UVM.



### **Institute on Teaching and Mentoring (Southern Regional Education Board)**

The Institute on Teaching and Mentoring Program is designed to increase recruitment outreach of qualified candidates for open faculty positions at UVM. The Vice Provost for Faculty Affairs and the Academic Talent Acquisition and Retention Coordinator, in addition to invited students, attend the Institute on Teaching and Mentoring program annually. The Provost's Office sponsors students of diverse backgrounds to attend the program to meet prospective diverse candidates for future faculty positions at UVM.

### **Annual Review Guidelines and Reappointment, Promotion and Tenure Guidelines**

The Provost's Office is creating ongoing systemic changes in practices and procedures to foster an institutional culture that values diversity and inclusion and raises expectations for accountability. Among these are the revision of faculty annual evaluation guidelines and promotion and tenure guidelines to include criteria for appraisal of contributions to advancing diversity and inclusion, and revision of the language to all university awards for faculty to include commitment to diversity and inclusion as selection criteria.

### **Academic Success Goals**

Included in the [Academic Success Goals for the University of Vermont](#) (ASG) is an ASG to increase the diversity of perspectives, experiences, and thought. The Academic Success Goals are intended to support President Garimella's strategic areas of impact, see [Amplifying Our Impact: Strategic Vision for UVM](#), and reflect priorities in Teaching and Learning, Knowledge Creation, and Engagement. They were developed during the spring 2020 semester, and are the result of ideas, suggestions, and feedback from the members of the Academic Leadership Council and the faculty and staff in their respective units. Progress against these goals will be measured by the Office of Institutional Research. The Academic Success Goals should guide the work of all members of our community – faculty, staff, and students – who participate in, support, and contribute to our academic mission.

# FACULTY RETENTION AND ELEVATION

## I. Faculty Professional Advancement

Providing an environment that fosters diversity of all kinds is a priority for the University of Vermont, as articulated in the President's current [Strategic Vision for UVM Amplifying our Impact](#). The importance of UVM faculty is central to our commitment to academic excellence and standing as one of the nation's premier small research universities. The university is committed to the recruitment and retention of high-quality faculty. To advance this goal, the Division of Faculty Affairs (DOFA) which comprises of the Office of the Vice Provost for Faculty Affairs, Center for Teaching and Learning (CTL), Community -Engaged Learning Office (CELO) and Writing in the Disciplines (WID) provide numerous resources for faculty professional development and support for career progression and satisfaction.

### **Comprehensive Faculty Mentoring Program**

The [UVM Comprehensive Faculty Mentoring Program](#) is a collaborative effort between the Office of the Vice Provost for Faculty Affairs and various academic units/divisions, including the Office of the Vice President for Research and the Division of Diversity, Equity, and Inclusion. The Vice Provost for Faculty Affairs coordinates group mentoring programs available to all faculty, regardless of their academic rank. Additionally, the academic units offer personalized mentoring opportunities for faculty members tailored to their unique professional practices and expectations. Research has supported the importance of mentoring for academic and career satisfaction and achievement. Research reports that mentors also gain a variety of tangible and intangible benefits from the mentoring process. Click [here](#) for more information.

- [New Faculty Orientation](#)
- [First-Year Faculty Experience Program](#)
- [Mid-Career Faculty Experience Program](#)
- [Demystifying the RPT Process Program](#)
- [Academic Leadership Experience Program](#)
- [National Center for Faculty Development & Diversity \(NCFDD\)](#)
- [North Star Collective – NEBHE Program](#)

### **New Faculty Orientation**

The [New Faculty Orientation](#) is a mandatory two-day orientation for faculty members new to the full-time bargaining unit (optional for new part-time faculty) in which new faculty members will be introduced to the University's senior leadership, receive information about Human Resource Services, enroll in employee benefit programs, and learn about important academic policies and procedures. Click [here](#) for more information.

**Very important:** All sessions are mandatory for all full-time faculty represented by United Academics (i.e., all full-time faculty except for those in the Larner College of Medicine). Attending orientation is a UA full-time contract-stipulated condition of employment - Article 16.11. All part-time faculty are invited to attend; however, participation is voluntary according to the UA part-time contract - Article 16.12. Part-time faculty should indicate their part time status under UVM Rank.

### **First Year Faculty Experience Program**

The [First Year Faculty Experience \(FYFE\) Program](#) includes a series of workshops grounded in providing new faculty members with an understanding of their roles and responsibilities, faculty evaluation and elevation processes, and rank progression at UVM. Using an equity-centered model for providing

new faculty support, each session considers the diversity of faculty experience, the impact on access to timely professional information, and resources that bridge the gaps of information which can sometimes impede faculty success.

The FYFE Program is comprised of 6-8 sessions scheduled over the academic year and is a part of the UVM's comprehensive faculty mentoring program, alongside the [Mid-Career Faculty Experience \(MCFE\)](#) and the [Demystifying the RPT Process](#) programs. Click [here](#) for more information.

### **Mid-Career Faculty Experience Program**

The [Mid-Career Faculty Experience Program](#) includes several workshops grounded in providing faculty members who had recently gotten tenure and promotion to the rank of Associate Professor, as well as more experienced Associate Professors, with opportunities for conversations/discussions addressing their needs and experiences beyond tenure, including how to sustain their research and scholarship productivity, continuing their professional development, and rank progression.

This Program is comprised of 3-4 sessions scheduled over the academic year and is a part of the UVM's comprehensive faculty mentoring program, alongside the [First-Year Faculty Experience \(FYFE\)](#) and [Demystifying the RPT Process](#) programs. Click [here](#) for more information.

### **Demystifying the RPT Process Program**

The [Demystifying the RPT Process Program](#) consists of workshop sessions that use an equity-centered model for providing faculty support. Each session considers the diversity of faculty experiences, and offers strategies for preparation for the RPT review process, with a special focus on preparing Blue and Green Sheets, including associated documentation.

This Program is comprised of 3-4 sessions scheduled over the academic year, and is a part of the UVM's comprehensive faculty mentoring program, alongside the [First-Year Faculty Experience \(FYFE\)](#) and [Mid-Career Faculty Experience \(MCFE\)](#) programs. Click [here](#) for more information.

### **Academic Leadership Series**

The [Academic Leadership Experience Program](#) is a workshop series that is held five times a year for Chairs and Associate Deans. The objective is to support and provide space for Chairs and Associate Deans to share effective leadership and administrative strategies with each other, e.g., RPT Process management and documentation, effective conflict management and response, conducting faculty annual performance reviews and workload planning, and other important topics. This series of workshops is anchored by an annual retreat that occurs in August, and addresses some of the University's strategic initiatives and their impact on academic leadership roles and responsibilities. Click [here](#) for more information.

### **National Center for Faculty Development and Diversity**

The University of Vermont is an Institutional Member of the [National Center for Faculty Development & Diversity \(NCFDD\)](#), which means UVM faculty can access the center's services without paying a fee. The NCFDD is a nationally recognized, independent organization that provides online career development and mentoring resources for faculty, post-docs, and graduate students. The center provides a range virtual programs and resources including:

- Monthly Core Curriculum Webinars
- Monthly Guest Expert Webinars
- Access to Multi-Week Courses
- Private Discussion Forum for peer-mentoring, problem-solving, and moderated writing

challenges

- Access to the Member Library that includes past webinar materials, referrals, and readings

### **North Star Collective – NEBHE Program**

NEBHE aims to lead the region in reparative justice efforts, and, to that end, we have created the [North Star Collective \(NSC\)](#). The NSC is a part of NEBHE's broader reparative justice initiative, which is committed to restoring, nourishing and uplifting BIPOC faculty in the region, and supporting leaders as they transform institutions around racial equity. Every year, NSC selects two UVM faculty members who identify as BIPOC to serve as North Star Fellows and to participate in a semester-long mentoring program. Click [here](#) to view award recipients.

### **The Division of Faculty Affairs supports several other initiatives that support faculty professional development and success:**

- [Center for Teaching and Learning \(CTL\) Workshops](#)
- [Writing in the Disciplines Workshops](#)
- [Community-Engaged Learning Office \(CELO\) Workshops](#)

### **Center for Teaching and Learning (CTL)**

The [Center for Teaching and Learning \(CTL\)](#) supports faculty as well as graduate student instructors and teaching assistants. CTL fosters a culture and community of inclusive, engaged, and creative instructors. It supports faculty by promoting evidence-based practices in course design, teaching, and instructional technology, with an emphasis on student learning and success. It also supports the scholarship of teaching and learning. Faculty can get individual consultations or participate in programming of various forms. Click [here](#) for more information.

### **Community-Engaged Learning Office (CELO)**

The [Community-Engaged Learning Office \(CELO\)](#) works to create a community of practice among UVM faculty, students, and community partners built on the high-impact practice of community-engaged learning. Service learning (SL) and civic learning (CL) courses work in partnership with hundreds of organizations: nonprofits, local government entities, small businesses, community associations, and more. Students engage in work that benefits a community organization, while faculty provide a structure for accountability to the project or service that helps students learn from their experience. Through this coursework, students prepare for full participation in public life by deploying their academic skills within reciprocal community partnerships that address community-identified priorities. Click [here](#) for more information and to view CELO's upcoming workshops for faculty.

### **Writing in the Disciplines**

The [Writing in the Disciplines Program](#) supports faculty across campus to make writing a significant part of each student's education. The program offers workshops, book groups, learning communities, writing groups, and writing retreats to all faculty and graduate students who teach. Click [here](#) for more information.

## II. Faculty Recognition

### INTERNAL AWARDS - UVM

UVM is a community of deeply committed teacher-scholars who bring their disciplinary expertise to the classroom. Our faculty are recognized for their teaching excellence and curricular innovation. They are highly accomplished and recognized scholars, researchers, innovators, artists, entrepreneurs and health care providers at the cutting edge of their disciplines. Their full engagement in both teaching and scholarship drives learning, discovery, advances, and achievement on our campus and within their professional communities. UVM proudly recognizes and celebrates the contributions and accomplishments of its world-class faculty. [Faculty Recognition](#) include:

- [Annual Community-Engaged Learning \(CELO\) Faculty Awards](#)
- [Kroepsch-Maurice Excellence in Teaching Award](#)
- [President's Distinguished Senior Lecturer and Lecturer Awards](#)
- [President's Distinguished University Citizenship and Service Award](#)
- [Outstanding Faculty Advisor Award](#)
- [Outstanding Part-Time Faculty Teaching Award](#)
- [University Distinguished Professor Program](#)
- [University Scholars Program](#)

#### **Annual Community-Engaged Learning (CELO) Faculty Awards**

Every year, [CELO](#) recognizes outstanding faculty, students, and community partners for their work in creating rigorous and reciprocal community-engaged learning opportunities for students that benefit communities in Vermont and beyond. The annual awards reception is typically held in early April. Click [here](#) to learn more about the various awards.

#### **Kroepsch-Maurice Excellence Teaching Awards**

The [Kroepsch-Maurice Excellence in Teaching Awards](#) recognize faculty for excellent instruction. They memorialize Robert H. and Ruth M. Kroepsch and her parents, Walter C. and Mary L. Maurice. Robert H. Kroepsch served as Registrar and Dean of Administration at UVM from 1946-56. Ruth Kroepsch graduated from UVM in 1938 and her father, Walter Maurice, graduated from UVM in 1909. All four were teachers. The Kroepsch-Maurice Awards are administered under the authority of the Office of the Provost in support of academic excellence in teaching and learning.

Each year, one faculty member in each of the four rank categories (Lecturer/Senior Lecturer/Clinical Instructor, Assistant Professor, Associate Professor, and Professor) receives this honor. Each recipient will receive a taxable cash award of \$1,250. Names are displayed on a plaque on the third floor of the Waterman building. Click [here](#) for more information.

#### **President's Distinguished Senior Lecturer and Lecturer Awards**

The [President's Distinguished Senior Lecturer and Lecturer Awards](#), presented annually, honor and recognize the distinguished accomplishments of faculty who hold the rank of Senior Lecturer or Lecturer for their outstanding teaching, scholarship, and service. The recipients each receive a taxable cash award of \$1,000. Names are displayed on a plaque on the third floor of the Waterman Building. Click [here](#) for more information.

### **President's Distinguished University Citizenship and Service Award**

The [President's Distinguished University Citizenship and Service Award](#), presented annually, acknowledges exceptional service by a University of Vermont faculty member who is recognized as a true university citizen for contributions to institutional building at the university. The award recipient receives a taxable cash award of \$1,000. Names are displayed on a plaque on the third floor of the Waterman Building. Click [here](#) for more information.

### **Outstanding Faculty Advisor Award**

The [Outstanding Faculty Advisor Award](#) annually recognizes a faculty member at UVM who has achieved [excellence in undergraduate academic advising](#). This Award is a collaboration of the Office of the Provost, the Student Affairs Committee of the Faculty Senate, and the Student Government Association. The Award recipient will receive a taxable cash award of \$1,000. Recipients will be listed in a display in Waterman in recognition of their outstanding contributions as academic faculty advisors to undergraduate students. Click [here](#) for more information.

### **Outstanding Part-Time Faculty Teaching Award**

The [Outstanding Part-Time Faculty Teaching Award](#), presented annually, honors and recognizes the teaching contributions of faculty that teaches part-time. The recipient will receive a one-time taxable cash award of \$2,500. Names are displayed on a plaque on the third floor of the Waterman building. Click [here](#) for more information.

### **University Distinguished Professor Program**

The [University Distinguished Professor Award](#) is the highest academic honor that UVM can bestow upon a member of the faculty. Holders of this title are recognized as not only having achieved international eminence within their respective fields of study, but for the truly transformative nature of their contributions to the advancement of knowledge. These faculty members are considered top scholars who have excelled in their disciplines. Click [here](#) for more information.

### **University Scholars Program**

The [University Scholars Awards](#), presented annually, honor and recognize distinguished UVM faculty members for sustained excellence in research, creative and scholarly activities. The award is co-sponsored by the Provost and the Graduate College. The award recipients are selected by a faculty committee based upon nominations submitted by UVM colleagues.

University Scholars Awards are available in two categories: 1) Social Sciences, Humanities and Creative Arts, and 2) Basic and Applied Sciences (including Biological, Medical and Physical Sciences). Each of the awards carries a \$2,500 award prize to be used at the discretion of the recipient to promote their scholarly activities. Names are displayed on a plaque on the third floor of the Waterman building. Click [here](#) for more information.

## **EXTERNAL HONORS, FACULTY AWARDS, PRIZES & RECOGNITION**

External Honors, Faculty Awards, Prizes, and Recognitions are prestigious awards from foundations, professional societies, and other organizations outside of UVM. These awards are competitive, often requiring a formal nomination process, and may require the support or approval of the Provost or President's office.

For honorifics with an institutional limit (e.g., only one nomination per institution), the decision/selection process will mirror the [UVM Limited Competition](#) process. If you are considering

nominating a faculty member for a competitive external award that requires institutional endorsement from the Provost or President's office, you will also need to submit your nomination for pre-review by a committee composed of staff from the Offices of the Vice President for Research (OVPR) and the Vice Provost for Faculty Affairs. Nomination pre-proposals may be submitted via **UVM InfoReady**:

<https://uvm.infoready4.com/>

#### **AVAILABLE FACULTY RECOGNITION AWARDS AND CURRENT RECIPIENTS:**

Although this is a non-exhaustive list, examples of highly prestigious and prestigious awards and honorifics, include:

**Bold = Highly Prestigious**

- [Alfred P. Sloan Foundation - Sloan Research Fellowships \(discipline-specific\)](#)
- [American Academy in Rome – Rome Prize](#)
- [American Academy of Arts and Sciences \(AAAS\) - Member/Fellow](#)
- [American Antiquarian Society \(AAS\) - National Endowment for the Humanities Fellows](#)
- [AAAS Newcomb Cleveland Prize](#)
- [American Council of Learned Societies Fellowships](#)
- [Beckman Scholars Program](#)
- [Camille and Henry Dreyfus Foundation](#)
- [Cottrell Scholar Award](#)
- [Guggenheim Fellows](#)
- [Howard Hughes Medical Institute \(HHMI\) Investigator](#)
- [NSF Alan T. Waterman Award](#)
- [NSF National Science Board/Vannevar Bush Award](#)
- [National Endowment of the Humanities \(NEH\) Fellowships](#)
- [National Humanities Center Fellows](#)
- [Packard Fellowships for Science and Engineering](#)
- [Pew Biomedical Scholars](#)
- [Whiting Writers' Award](#)
- [Woodrow Wilson Center for Scholars - Fellowships](#)

### **III. Resources for Faculty and Chairs**

A successful and satisfying career is facilitated by knowledge of policies, processes, and procedures that lay the path for career advancement. This section contains information on key dates, required forms, policies, and supporting documents. The links below provide access to some of the key resources and dates for faculty and their supervisors.

- [Calendar of Key Dates](#)
- [Catalogue/Academic Policies](#)
- [Cultural Resource Guide](#)
- [Employee Assistance Program \(EAP\)](#)
- [Inclusive Excellence Framework Implementation Plan](#)
- [Reappointment, Promotion and Tenure \(RPT\)](#)
- [Retired Faculty and Administrative Officers \(RFAO\)](#)
- [Sabbaticals and Professional Development Leaves](#)

- [Teacher's Oath \(PDF\)](#)
- [Trainings, Workshops, and Orientations](#)
- [University Policies, University Manual, Collective Bargaining Agreements, University Catalogue](#)

### **For Chairs**

- [Faculty Recruitments/Appointment Letter Dates \(PDF\)](#)
- [Forms and Templates](#)
- [Recruitment \(New/Continuing Appointments\)](#)
- [Separation Checklist](#)

## **IV. Additional Resources**

- [Collective Bargaining Agreements \(CBAs\)](#)
- [Diversity, Equity and Inclusion](#)
- [Faculty Awards](#)
- [Inclusive Excellence at UVM](#)
- [Additional Resources for Faculty and Chairs](#)
- [Professional Advancement of UVM Faculty](#)
- [Reappointment, Promotion and Tenure \(RPT\)](#)
- [Recruitment and Retention of Faculty of Color](#)
- [Sponsored Project Administration](#)
- [Affirmative Action and Equal Opportunity](#)
  - a) [AAEO Support Resources](#)
  - b) [AAEO Policies and Procedures](#)
  - c) [Title IX Resources](#)
  - d) [AAEO Affirmative Recruiting Virtual Training](#)
  - e) [Affirmative Recruitment and Hiring Guidelines](#)

### **Conflict of Interest**

\*Search Committee members must disclose, in a timely manner, potential conflicts of interest with applicants and must consult with Department Chair/Director, Dean or the Provost or Designee, as appropriate, for remediation determination. This is done to maintain the search integrity and any perception of bias.

### **Suggested Resources for Conducting Reference Checks**

- [Form for Conducting Reference Checks \(PDF\)](#)
- [Guidelines for Conducting Reference Checks \(PDF\)](#)
- [New England Higher Education Recruiting Consortium \(NE-HERC\)](#)



## SEARCH COMMITTEE FREQUENTLY ASKED QUESTIONS

The following FAQ has been developed by the Division of Faculty Affairs to assist Search Committees as we work to recruit and retain faculty to serve our diverse student population. This FAQ will be updated annually.

1. Can an Assistant Professor serve as a Search Committee Chair?
  - No. An Assistant Professor should not serve as a Search Committee Chair unless they are in their 6<sup>th</sup> year or have already submitted their paperwork for tenure.
  - Click [here](#) for more information on Search Committee Membership Guidelines.
2. Can a direct report (staff) serve as a Search Committee member for searches (Example: Executive Assistant to the Dean serving as a Search Committee member for a unit Dean search)?
  - No. Direct report (staff) should not serve as Search Committee members.
3. Can someone serve on a Search Committee who has not completed the [AAEO Affirmative Recruiting Training](#)?
  - No. The training must be completed before serving on a committee.
4. How frequently do Search Committee members have to go through training?
  - The chair of the Search Committee must have completed [AAEO Affirmative Recruiting Training](#) within the past two (2) academic years. Other Search Committee members must have completed the training within the past three (3) academic years.
5. How does the recruitment process begin? Does the University have recruitment guidelines and instructions?
  - Yes. Recruitment Guidelines and Instructions for all positions can be found on the [Provost's Website](#).
6. Can a Search Committee submit the position description in PeopleAdmin for posting without a search recruitment plan?
  - No. The search recruitment plan must be submitted when the recruitment is initiated in PeopleAdmin. Click [here](#) for more information.
7. Why is it important for a Search Committee to document their recruitment processes and selection decisions in detail?
  - So that the Search Committee can explain their processes, rubrics/metrics, and decisions to any candidate(s) who may challenge or question the Search Committee's selection and hiring decisions.
8. I am serving as a Search Committee member in one of my unit's open faculty positions and I found out that one of the applicants for the position is someone I closely collaborated with writing a grant proposal. What should I do?
  - Search Committee members must disclose, in a timely manner, **any** potential conflict of interest with applicants and must consult with their Department Chair/Director,

Dean or the Vice Provost for Faculty Affairs, as appropriate, for remediation determination. This shall be done to maintain the search integrity.

9. Can a Search Committee member decide to apply for the position being searched by the committee they are serving on?
  - No. If a Search Committee member wishes to apply for the position advertised for by the search, they must first recuse themselves from serving on the Search Committee. After that, once recused, they are like any other applicant.
10. Where can we advertise our open faculty positions to diversify our applicant pool?
  - For positions where there is underutilization, you should try to maximize the diversity of the pool by advertising as widely as possible and making use of professional networking opportunities such as professional listservs, journals, and conferences.

*Examples:*

- [Blacks in Higher Education](#)
- [Latinos in Higher Ed](#)
- [Diversity Jobs](#)
- [Inside Higher Ed](#)
- Discipline specific journals, listserv & networks
- HBCUs, Hispanic Serving and BIPOC networks and listservs
- Other discipline specific affinity groups

11. Our search with only 6 Search Committee members has 150 applicants. Must each of us review all the submitted application materials and record their scores?
  - Ideally, every Search Committee member must review every application received; however, this is not always feasible with positions that receive more than 100 applications. In such cases, the Search Committee should discuss and agree on their screening (pre – and full-screening) review process and structure prior to the review of application materials. During the process of pre-screening candidates, each committee must have more than one (1) member evaluating/screening all applications, and all Search Committee members should review application materials for candidates shortlisted for virtual and/or on-campus interviews.
12. Does the Search Committee need advanced approval of the Provost for Microsoft Teams, telephone or teleconference interviewing, and opportunities at professional meetings to help screen applicants?
  - No. Microsoft Teams, telephone or teleconference interviewing, and opportunities at professional meetings do not require the advanced approval of the Provost.
  - Before the Search Committee conducts interviews at professional meetings, they should review the [Guidelines for Interviewing at Professional Meetings](#).
13. What if a Search Committee Member misses or can't attend one of the interviews?
  - While it is always best for all Search Committee Members to be present and participate in all interviews, this is not always possible. In this case, the Search Committee may want someone on the committee to take more detailed notes and then brief the missing Search Committee member on the answers to the interview questions. This occurrence must be noted in the Interview Authorization material submission.

14. How does a Search Committee make decisions on who to interview?
- The Search Committee must discuss and choose a decision-making method before starting to review applications. The Search Committee Chair must ensure that each committee member understands the agreed-to process and how to proceed with differences of opinion before discussing applications. The Search Committee should create a safe space for all and give enough time to talk through differences of opinion to see what they are about, i.e., are there differences between genders, people of different cultural backgrounds, or candidates of different racial or cultural backgrounds? Are the differences related to how the Search Committee evaluates men and women candidates? Every Search Committee member should have a voice and be open to learning because robust discussion leads to fair and inclusive selection and hiring decisions.
15. Are internal candidates required to follow the same interview process as external candidates?
- Yes. Ensuring consistency and fairness for all applicants at each stage during the screening and selection process is critical. For example, if interviews are being conducted in MS Teams, all candidates selected for interviews should participate by MS Teams; and, if one candidate is asked 6 predetermined questions, all candidates must be asked the same 6 questions.
16. What does a Search Committee member do if they feel implicit bias is being demonstrated in the search process?
- The Search Committee member should discuss those concerns with the Search Committee Chair.
17. Are Search Committee deliberations confidential?
- Yes! Maintaining the search integrity is critical and it is every Search Committee member's responsibility. The search committee's conversations and deliberations must be kept confidential. Breach of confidentiality may cause serious concerns and can lead to complaints and questions about the search's integrity.
18. Can applicants be invited to campus *before* their Criminal Conviction Information is completed in PeopleAdmin?
- No. The Criminal Conviction Information must be completed and passed *before* a candidate is invited to an on-campus interview.
19. When should reference checks or letters be requested by the Search Committee from candidates?
- The Search Committee can determine the process that will be used to request reference checks or letters and the timing for when they will be requested.
20. Can applicants be invited to campus before their Reference Check is completed or their letters of recommendation are received?
- Yes. However, confirmation that Reference Check were conducted (by and with whom) and/or letters of recommendation were received (how many and from whom); and a summary of reference check outcomes and/or Letters of recommendation

content must be submitted in PeopleAdmin along with the Appointment Authorization request.

21. What should a Search Committee do if a candidate claims they were not treated fairly or discriminated against during the selection process?
    - Before responding to the applicant, the Search Committee should consult with their unit Dean and/or [Affirmative Action and Equal Opportunity Officer](#).
  22. Can Search Committees get training in how to use PeopleAdmin to view applications?
    - Yes. Human Resources provides training.
  23. How does a Search Committee determine the type of recruitment materials/documents needed to initiate recruitment in PeopleAdmin?
    - Search Committees should consult the Provost Office's recruitment guidelines to determine the type of recruitment materials/documents needed for each action in PeopleAdmin. Click [here](#) for information.
  24. Who submits materials/documents to PeopleAdmin for the Search Committee?
    - The Unit Dean's Office Business/HR Manager.
  25. What is the approval process, and who approves actions initiated in PeopleAdmin?
    - Click [here](#) to view the Recruitment Workflow Charts.
  26. Can a Search Committee request a position description be edited after posting?
    - Yes. If the Search Committee feels that the position description is written so narrowly or broadly that it discourages a diverse pool of candidates from applying, then with the approval of the unit's Dean, they can work with the unit's HR/Business Manager to edit and repost the position.
- The position posting has already received applications, can we contact the applicants to edit their application materials in accordance with the new requirements and resubmit?
  - Application materials already received before change of requirements must be reviewed as they are, and should not be negatively impacted by the new requirements.