Tenure Track Recruitment Workflow
UVM Academic Units (except LCOM)

Provost's Office Requests Faculty Staffing Proposal from each Academic Unit Each Spring

Academic Unit submits **Staffing Proposal** to Vice Provost for Faculty Affairs (VPFA) and Financial Analysis & Budgeting (FAB)

FAB sends financial analysis to VPFA for review

VPFA reviews and consults with Provost

Vice President for Finance & Administration consults w/ Provost

Provost makes decision whether to APPROVE OR NOT
- VPFA communicates Provost's DECISION to Academic Unit

NOT/PARTIALLY APPROVED Staffing Proposal goes back to Academic Unit

APPROVED - Academic Unit submits **Search Committee Membership & Recruitment Search Materials** to VPFA for review and pre-approval

VPFA reviews and communicates DECISION to Academic Unit APPROVE OR NOT

NOT/PARTIALLY APPROVED goes back to Academic Unit

APPROVED - Academic Unit generates **Electronic Requisition** in PeopleAdmin and sends to FAB

NOT APPROVED goes back to Academic Unit for Revision

FAB reviews and sends APPROVED Action via PeopleAdmin to Faculty Services for review

APPROVED - Faculty Services reviews and sends Action via PeopleAdmin to Provost or Designee for review and approval

VPFA reviews in PeopleAdmin APPROVE OR NOT

APPROVED - POST POSITION IN UVMJOBS.COM

APPROVED - Academic Unit's Search Committee initiates Recruitment Plan.
1. Search Committee EO Affirmative Recruiting Training
2. Advertisement & Outreach
3. Reviews Applications - Creates Long List
4. Long List Interviews - May include: phone interviews, airport interviews, solicitation of additional materials, and other appropriate screening method.
5. Interviews at Professional Meetings
6. Creates Short List for on-campus interviews

- Academic Unit must complete the **Campus Interview Authorization tab** in PeopleAdmin, and submits **Campus Interview Authorization Request** via PeopleAdmin to the Provost or Designee's review and approval.

NOT APPROVED goes back to Academic Unit for Revision

VPFA reviews in PeopleAdmin APPROVE OR NOT

APPROVED - Academic Unit's Search Committee
- Initiates Reference Check (if right time)
- Initiates Expedited RPT Review for tenure track Administrator finalists.
- Interview finalists on campus.
- Once finalist is identified, unit must complete **Appointment Authorization tab** in PeopleAdmin, and submits **Appointment Authorization Request** via PeopleAdmin to the Provost or Designee's review and approval.

NOT APPROVED goes back to Academic Unit for Revision

VPFA reviews in PeopleAdmin APPROVE OR NOT

APPROVED - Academic Unit drafts and submits signed **Appointment Letter/Hiring Proposal** to Faculty Services with
- Personnel Action Set-Up Form
- Salary Distribution Form
- Addressed Envelope

NOT APPROVED goes back to Academic Unit for Revision

Faculty Services reviews and sends to Provost or Designee for review and approval

VPFA reviews
- APPROVED Letter SIGNED by Provost and sends back to Faculty Services

Faculty Services **initiates Background Check** and **sends** signed APPOINTMENT LETTER to Unit

SIGNED APPOINTMENT LETTER - Unit sends to Candidate for SIGNATURE

NOT ACCEPTED OFFER & FAILED BACKGROUND CHECK

- Unit submits New Appointment Authorization Request if one not already in place for next finalist. If Appointment Authorization already in place, unit submits New Appointment Letter/ Hiring Proposal to Faculty Services for review and approval.

ACCEPTED OFFER - Unit sends a copy to Faculty Services

LEGEND

←→ **Consultation**
→ **Reporting structure**
→ **Positive workflow**
→ **Negative workflow**

NOT/PARTIALLY APPROVED

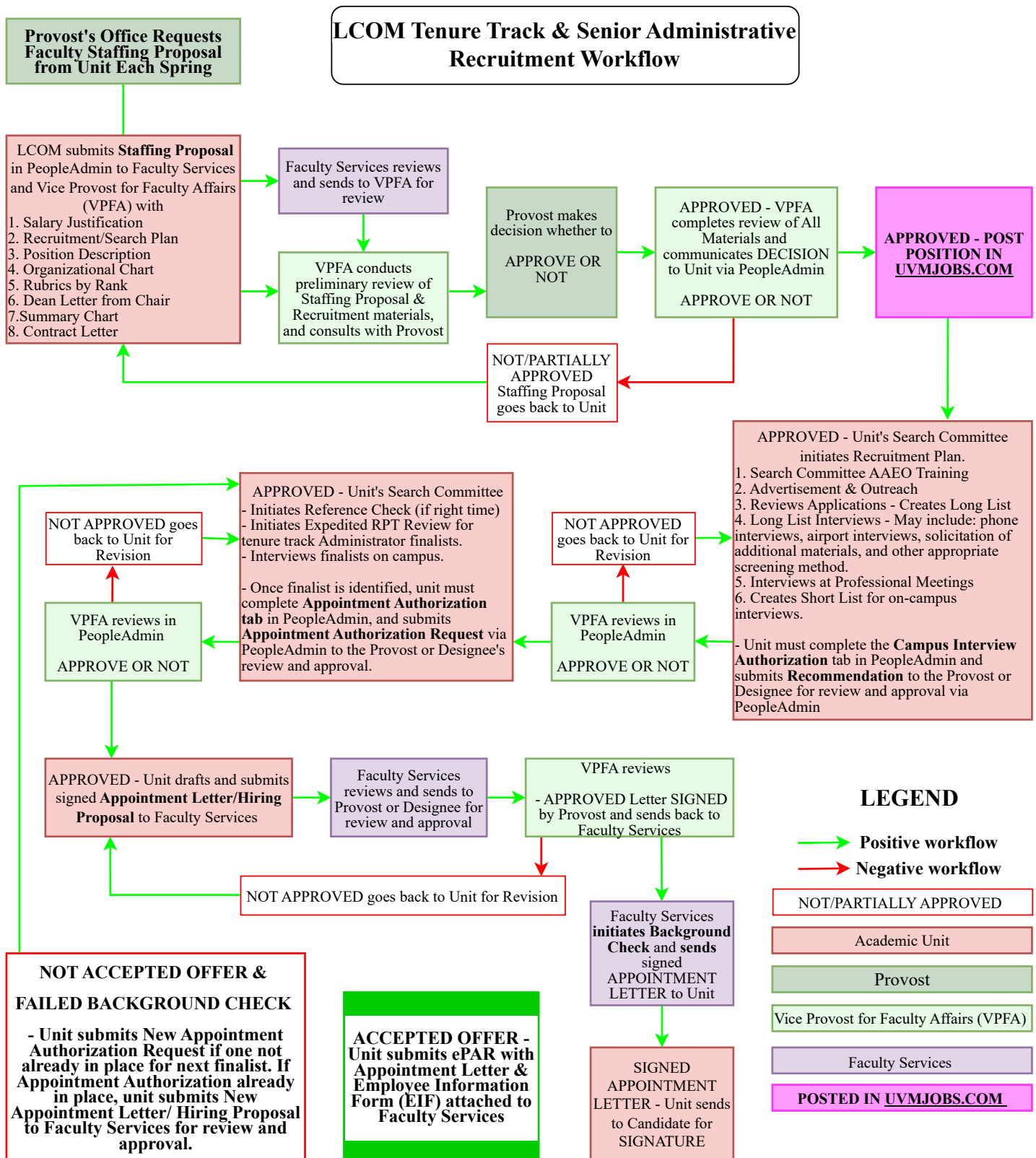|	
Provost	
Vice Provost for Faculty Affairs (VPFA)	
Academic Unit	
Financial Analysis & Budgeting (FAB)	
Faculty Services	
Vice President for Finance & Administration	
POSTED IN UVMJOBS.COM	

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.

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

Provost's Office Requests Faculty Staffing Proposal from each Academic Unit Each Spring

Vice President for Finance & Administration consults w/ Provost

NOT/PARTIALLY APPROVED goes back to Academic Unit

Academic Unit submits **Staffing Proposal** to Vice Provost for Faculty Affairs (VPFA) and Financial Analysis & Budgeting (FAB)

FAB sends financial analysis to VPFA for review

Provost makes decision whether to APPROVE OR NOT

- VPFA communicates Provost's DECISION to Academic Unit

APPROVED - Academic Unit submits **Search Committee Membership & Recruitment Search Materials** to VPFA for review and pre-approval

VPFA reviews and communicates DECISION to Academic Unit

APPROVE OR NOT

APPROVED - Academic Unit generates **Electronic Requisition** in PeopleAdmin and sends to Faculty Services

VPFA reviews and consults with Provost

NOT/PARTIALLY APPROVED Staffing Proposal goes back to Academic Unit

NOT APPROVED goes back to Academic Unit for Revision

APPROVED - Academic Unit's Search Committee initiates Recruitment Plan.
1. Search Committee AAEO Training
2. Advertisement & Outreach
3. Reviews Applications - Creates Long List
4. Long List Interviews - May include: phone interviews, airport interviews, solicitation of additional materials, and other appropriate screening method.
5. Interviews at Professional Meetings
6. Creates Short List for on-campus interviews.

- Academic Unit must complete the **Campus Interview Authorization** tab in PeopleAdmin and submits **Recommendation** to the Provost or Designee for review and approval via PeopleAdmin.

APPROVED - POSTS POSITION IN UVMJOBS.COM

VPFA reviews in PeopleAdmin

APPROVE OR NOT

Faculty Services reviews and sends to Provost or Designee for review and approval via PeopleAdmin

NOT APPROVED goes back to Academic Unit for Revision

NOT APPROVED goes back to Academic Unit for Revision

VPFA reviews in PeopleAdmin

APPROVE OR NOT

APPROVED - Academic Unit's Search Committee
- Initiates Reference Check (if right time)
- Interviews finalists on campus.
- Once finalist is identified, unit must complete **Appointment Authorization tab** in PeopleAdmin, and submits **Appointment Authorization Request** via PeopleAdmin to the Provost or Designee's review and approval.

VPFA reviews in PeopleAdmin

APPROVE OR NOT

NOT APPROVED goes back to Academic Unit for Revision

NOT ACCEPTED OFFER & FAILED BACKGROUND CHECK

- Unit submits New Appointment Authorization Request if one not already in place for next finalist. If Appointment Authorization already in place, unit submits New Appointment Letter/Hiring Proposal to Faculty Services for review and approval.

VPFA reviews

- APPROVED Letter SIGNED by Provost and sends back to Faculty Services

Faculty Services reviews and sends to Provost or Designee for review and approval

APPROVED - Academic Unit drafts and submits signed **Appointment Letter**/Hiring Proposal to Faculty Services with
- Personnel Action Set-Up Form
- Salary Distribution Form
- Addressed Envelope

Faculty Services **initiates Background Check** and **sends** signed APPOINTMENT LETTER to Unit

ACCEPTED OFFER - Unit sends a copy to Faculty Services

SIGNED APPOINTMENT LETTER - Unit sends to Candidate for SIGNATURE

LEGEND

⟷ **Consultation**
→ **Reporting structure**
→ **Positive workflow**
→ **Negative workflow**

NOT/PARTIALLY APPROVED

Vice President for Finance & Administration

Provost

Vice Provost for Faculty Affairs (VPFA)

Academic Unit

Financial Analysis & Budgeting (FAB)

Faculty Services

POSTED IN UVMJOBS.COM

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.
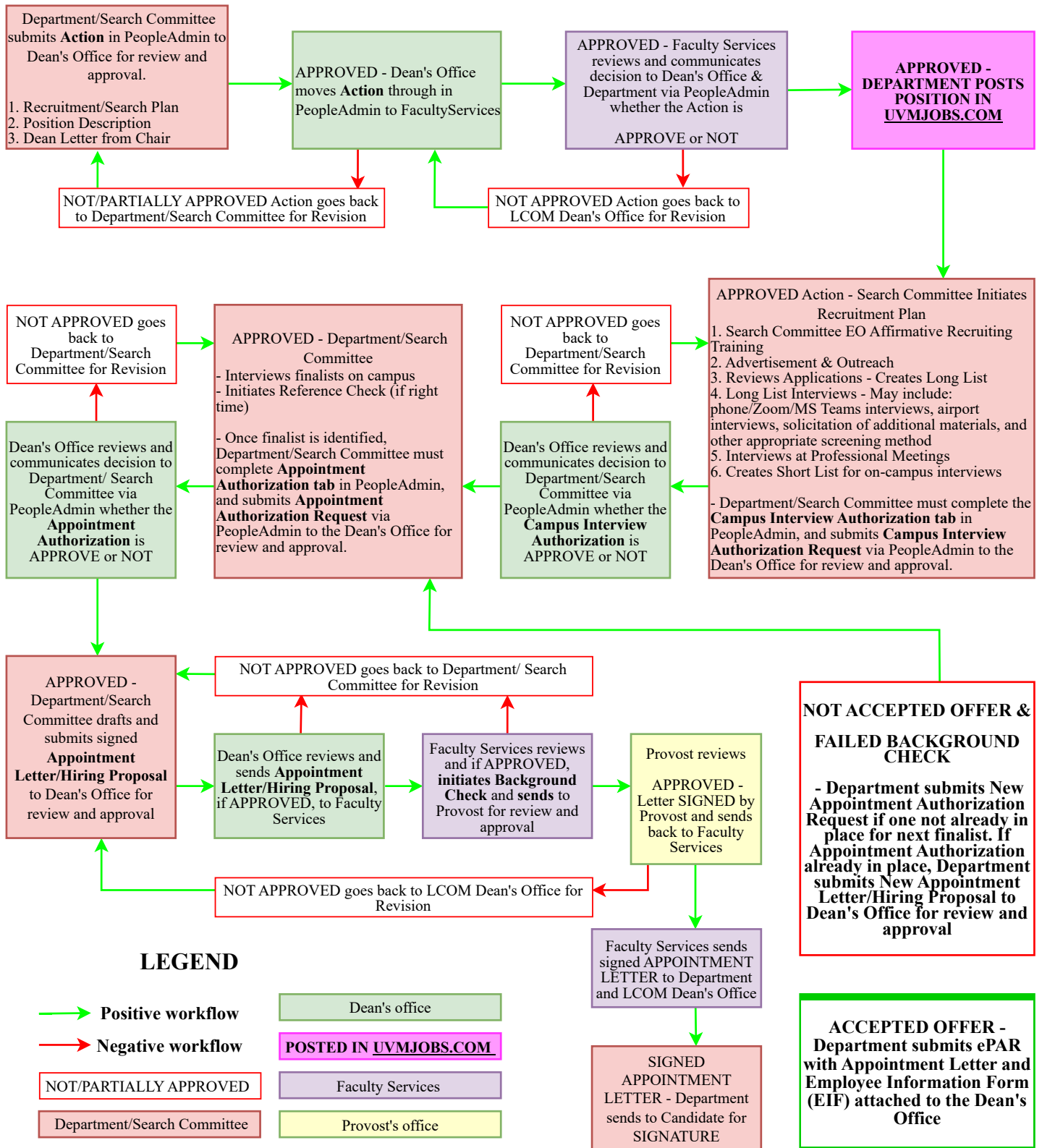
LCOM Tenure Track & Senior Administrative Recruitment Workflow

Provost's Office Requests Faculty Staffing Proposal from Unit Each Spring

LCOM submits **Staffing Proposal** in PeopleAdmin to Faculty Services and Vice Provost for Faculty Affairs (VPFA) with
1. Salary Justification
2. Recruitment/Search Plan
3. Position Description
4. Organizational Chart
5. Rubrics by Rank
6. Dean Letter from Chair
7. Summary Chart
8. Contract Letter

Faculty Services reviews and sends to VPFA for review

VPFA conducts preliminary review of Staffing Proposal & Recruitment materials, and consults with Provost

Provost makes decision whether to APPROVE OR NOT

APPROVED - VPFA completes review of All Materials and communicates DECISION to Unit via PeopleAdmin

APPROVE OR NOT

APPROVED - POST POSITION IN UVMJOBS.COM

NOT/PARTIALLY APPROVED Staffing Proposal goes back to Unit

APPROVED - Unit's Search Committee initiates Recruitment Plan.
1. Search Committee AAEO Training
2. Advertisement & Outreach
3. Reviews Applications - Creates Long List
4. Long List Interviews - May include: phone interviews, airport interviews, solicitation of additional materials, and other appropriate screening method.
5. Interviews at Professional Meetings
6. Creates Short List for on-campus interviews.

- Unit must complete the **Campus Interview Authorization** tab in PeopleAdmin and submits **Recommendation** to the Provost or Designee for review and approval via PeopleAdmin

APPROVED - Unit's Search Committee
- Initiates Reference Check (if right time)
- Initiates Expedited RPT Review for tenure track Administrator finalists.
- Interviews finalists on campus.

- Once finalist is identified, unit must complete **Appointment Authorization tab** in PeopleAdmin, and submits **Appointment Authorization Request** via PeopleAdmin to the Provost or Designee's review and approval.

NOT APPROVED goes back to Unit for Revision

VPFA reviews in PeopleAdmin

APPROVE OR NOT

NOT APPROVED goes back to Unit for Revision

VPFA reviews in PeopleAdmin

APPROVE OR NOT

APPROVED - Unit drafts and submits signed **Appointment Letter/Hiring Proposal** to Faculty Services

Faculty Services reviews and sends to Provost or Designee for review and approval

VPFA reviews
- APPROVED Letter SIGNED by Provost and sends back to Faculty Services

NOT APPROVED goes back to Unit for Revision

Faculty Services **initiates Background Check** and **sends** signed APPOINTMENT LETTER to Unit

SIGNED APPOINTMENT LETTER - Unit sends to Candidate for SIGNATURE

NOT ACCEPTED OFFER & FAILED BACKGROUND CHECK

- Unit submits New Appointment Authorization Request if one not already in place for next finalist. If Appointment Authorization already in place, unit submits New Appointment Letter/ Hiring Proposal to Faculty Services for review and approval.

ACCEPTED OFFER - Unit submits ePAR with Appointment Letter & Employee Information Form (EIF) attached to Faculty Services

LEGEND

→ **Positive workflow**

→ **Negative workflow**

NOT/PARTIALLY APPROVED

Academic Unit

Provost

Vice Provost for Faculty Affairs (VPFA)

Faculty Services

POSTED IN UVMJOBS.COM

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.
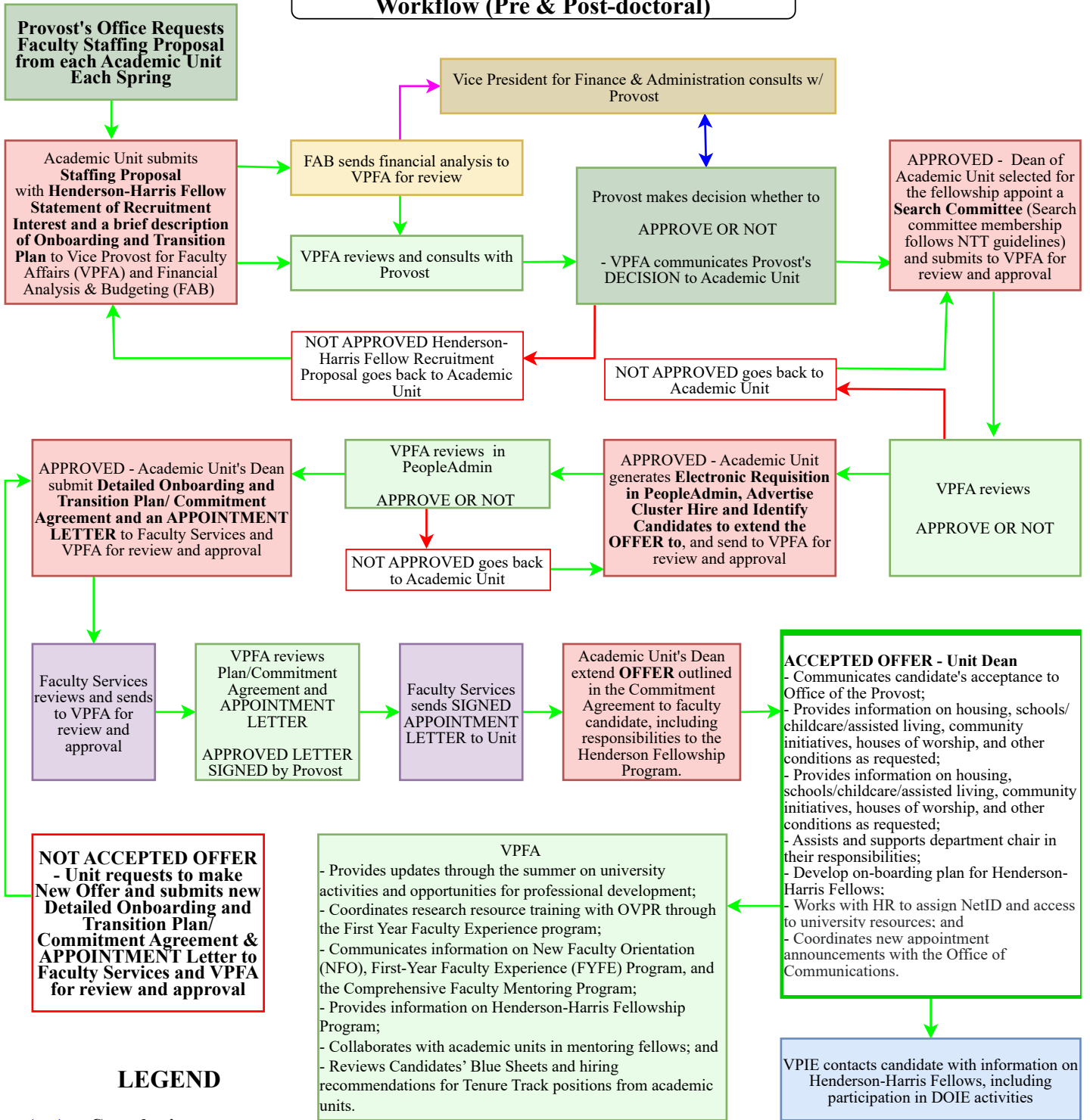
LCOM Non-Tenure Pathway Recruitment Workflow

Department/Search Committee submits Action in PeopleAdmin to Dean's Office for review and approval.

1. Recruitment/Search Plan
2. Position Description
3. Dean Letter from Chair

→ **APPROVED - Dean's Office moves Action through in PeopleAdmin to FacultyServices**

→ **APPROVED - Faculty Services reviews and communicates decision to Dean's Office & Department via PeopleAdmin whether the Action is APPROVE or NOT**

→ **APPROVED - DEPARTMENT POSTS POSITION IN UVMJOBS.COM**

NOT/PARTIALLY APPROVED Action goes back to Department/Search Committee for Revision

NOT APPROVED Action goes back to LCOM Dean's Office for Revision

---

APPROVED Action - Search Committee Initiates Recruitment Plan

1. Search Committee EO Affirmative Recruiting Training
2. Advertisement & Outreach
3. Reviews Applications - Creates Long List
4. Long List Interviews - May include: phone/Zoom/MS Teams interviews, airport interviews, solicitation of additional materials, and other appropriate screening method
5. Interviews at Professional Meetings
6. Creates Short List for on-campus interviews

- Department/Search Committee must complete the **Campus Interview Authorization tab** in PeopleAdmin, and submits **Campus Interview Authorization Request** via PeopleAdmin to the Dean's Office for review and approval.

Dean's Office reviews and communicates decision to Department/Search Committee via PeopleAdmin whether the Campus Interview Authorization is APPROVE or NOT

NOT APPROVED goes back to Department/Search Committee for Revision

APPROVED - Department/Search Committee
- Interviews finalists on campus
- Initiates Reference Check (if right time)
- Once finalist is identified, Department/Search Committee must complete **Appointment Authorization tab** in PeopleAdmin, and submits **Appointment Authorization Request** via PeopleAdmin to the Dean's Office for review and approval.

Dean's Office reviews and communicates decision to Department/ Search Committee via PeopleAdmin whether the Appointment Authorization is APPROVE or NOT

NOT APPROVED goes back to Department/Search Committee for Revision

---

APPROVED - Department/Search Committee drafts and submits signed Appointment Letter/Hiring Proposal to Dean's Office for review and approval

Dean's Office reviews and sends Appointment Letter/Hiring Proposal, if APPROVED, to Faculty Services

Faculty Services reviews and if APPROVED, initiates Background Check and sends to Provost for review and approval

Provost reviews
APPROVED - Letter SIGNED by Provost and sends back to Faculty Services

NOT APPROVED goes back to Department/ Search Committee for Revision

NOT APPROVED goes back to LCOM Dean's Office for Revision

Faculty Services sends signed APPOINTMENT LETTER to Department and LCOM Dean's Office

SIGNED APPOINTMENT LETTER - Department sends to Candidate for SIGNATURE

NOT ACCEPTED OFFER & FAILED BACKGROUND CHECK

- Department submits New Appointment Authorization Request if one not already in place for next finalist. If Appointment Authorization already in place, Department submits New Appointment Letter/Hiring Proposal to Dean's Office for review and approval

ACCEPTED OFFER - Department submits ePAR with Appointment Letter and Employee Information Form (EIF) attached to the Dean's Office

---

LEGEND

→ **Positive workflow** (green)
→ **Negative workflow** (red)

NOT/PARTIALLY APPROVED

Department/Search Committee

Dean's office

POSTED IN UVMJOBS.COM

Faculty Services

Provost's office

**NOTE:

1. Any changes during the process, needs Unit Dean's approval.

2. 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 Unit Dean's review and approval.

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

Provost's Office Requests Faculty Staffing Proposal from each Academic Unit Each Spring

Academic Unit submits **Staffing Proposal** with **Henderson-Harris Fellow Statement of Recruitment Interest and a brief description of Onboarding and Transition Plan** to Vice Provost for Faculty Affairs (VPFA) and Financial Analysis & Budgeting (FAB)

FAB sends financial analysis to VPFA for review

Vice President for Finance & Administration consults w/ Provost

VPFA reviews and consults with Provost

Provost makes decision whether to APPROVE OR NOT
- VPFA communicates Provost's DECISION to Academic Unit

APPROVED - Dean of Academic Unit selected for the fellowship appoint a **Search Committee** (Search committee membership follows NTT guidelines) and submits to VPFA for review and approval

NOT APPROVED Henderson-Harris Fellow Recruitment Proposal goes back to Academic Unit

NOT APPROVED goes back to Academic Unit

APPROVED - Academic Unit's Dean submit **Detailed Onboarding and Transition Plan/ Commitment Agreement and an APPOINTMENT LETTER** to Faculty Services and VPFA for review and approval

VPFA reviews in PeopleAdmin APPROVE OR NOT

APPROVED - Academic Unit generates **Electronic Requisition in PeopleAdmin, Advertise Cluster Hire and Identify Candidates to extend the OFFER to**, and send to VPFA for review and approval

VPFA reviews APPROVE OR NOT

NOT APPROVED goes back to Academic Unit

Faculty Services reviews and sends to VPFA for review and approval

VPFA reviews Plan/Commitment Agreement and APPOINTMENT LETTER APPROVED LETTER SIGNED by Provost

Faculty Services sends SIGNED APPOINTMENT LETTER to Unit

Academic Unit's Dean extend **OFFER** outlined in the Commitment Agreement to faculty candidate, including responsibilities to the Henderson Fellowship Program.

ACCEPTED OFFER - Unit Dean
- Communicates candidate's acceptance to Office of the Provost;
- Provides information on housing, schools/childcare/assisted living, community initiatives, houses of worship, and other conditions as requested;
- Provides information on housing, schools/childcare/assisted living, community initiatives, houses of worship, and other conditions as requested;
- Assists and supports department chair in their responsibilities;
- Develop on-boarding plan for Henderson-Harris Fellows;
- Works with HR to assign NetID and access to university resources; and
- Coordinates new appointment announcements with the Office of Communications.

NOT ACCEPTED OFFER - Unit requests to make New Offer and submits new Detailed Onboarding and Transition Plan/ Commitment Agreement & APPOINTMENT Letter to Faculty Services and VPFA for review and approval

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

VPIE contacts candidate with information on Henderson-Harris Fellows, including participation in DOIE activities

LEGEND

→ **Consultation**
→ **Reporting structure**
→ **Positive workflow**
→ **Negative workflow**

NOT APPROVED

Faculty Services

Academic Unit

Provost

Vice President for Finance & Administration

Vice Provost for Intercultural Excellence (VPIE)

Financial Analysis & Budgeting (FAB)

Vice Provost for Faculty Affairs (VPFA)

**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.

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.

LEGEND

→ Positive workflow
→ Negative workflow

NOT APPROVED	Faculty Services
Search Committee	Senate Professional Standards Committee
Academic Unit	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.

[Flowchart boxes:]

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

NOT APPROVED goes back to the Search Committee

APPROVED - Search Committee interviews finalists on-campus

Once a finalist is identified, the unit drafts an **Appointment Letter/Hiring Proposal** and sends to Faculty Services for review and approval

Faculty Services reviews and sends to Provost or Designee for review and approval

NOT APPROVED goes back to the unit

VPFA reviews

- APPROVED Letter SIGNED by Provost and sends back to Faculty Services

Faculty Services **initiates Background Check** and **sends** signed APPOINTMENT LETTER to Unit

APPROVED - 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