



University
of Vermont

FACULTY RECRUITMENT & RETENTION HANDBOOK

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INTRODUCTION AND PURPOSE

As an R1 public research university, the University of Vermont is preeminent in our commitment to identifying, recruiting, and retaining highly qualified, talented, and diverse faculty members. Recruiting and hiring new talent is a multistep process that requires active participation and engagement of all stakeholders including Deans, Department Chairs (or equivalent), Faculty, Staff and students. 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 is 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 (or equivalent), 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 Equal Opportunity's Best Practices for Recruiting at UVM, 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. As the chief 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 intercultural excellence, enrollment management functions, global educational initiatives, the university libraries, the university museum, and numerous university-wide offices and center.

The Provost's recruitment responsibilities include:

- Oversees Vice Provost for Faculty Affairs and Deans performance in their designated roles and responsibilities regarding faculty recruitment and retention as described below; and
- Oversees Vice Provost for Faculty Affairs and Deans 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/dofa>). The VPFA'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;
- 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 University Officers Manual in the case of Academic leaders;
- Provides guidance on search committees' formation, and supports all faculty recruitment;
- Ensures that search committees receive [EO Best Practices for Recruiting at UVM 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 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:

- Provides oversight over their unit's development of staffing proposal that respond to the emerging needs for faculty recruitment and retention within their units;
- 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 procedures;
- 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 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 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 University policies and standards;
- Facilitates the Search Committees selection process following search committee guidelines;
- Ensures the Search Committees receive [EO Best Practices for Recruiting at UVM 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 University policies and standards;
- Participates in the [EO training](#) and ensuring that all committee members receive [EO Best Practices for Recruiting at UVM 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 (or equivalent) or Dean or to the Vice Provost for Faculty Affairs and EO, 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 [EO Best Practices for Recruiting at UVM 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 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 Equal Opportunity, 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 (or equivalent), 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 are 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, 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 University policy and procedures;
- 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 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](#) and the University's affirmative action program. The EO office:

- Conducts Search Committee [EO Best Practices for Recruiting at UVM 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 intercultural excellence initiatives. The ATAR's recruitment responsibilities include:

- Supports the Provost's Office with recruitment, resignations, and retirements of Provost's direct reports;
- Coordinates 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, BlueSky, 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, R1 public research university in the United States](#), the University of Vermont is home to close to 2000 faculty scholars. From biomedical research to philosophy, counselor education to teacher education, 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 Count/Percentages by Faculty Rank

Unit	Data Year 2025															
	Professor		Associate Professor		Assistant Professor		Senior Lecturer		Lecturer		Instructor		No Rank		Grand Total	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
CALS	23	1.2%	22	1.1%	30	1.5%	11	0.6%	37	1.9%	3	0.2%	4	0.2%	130	6.5%
CAS	105	5.3%	63	3.2%	36	1.8%	60	3.0%	77	3.9%	0	0.0%	2	0.1%	343	17.2%
CEMS	26	1.3%	25	1.3%	27	1.4%	32	1.6%	16	0.8%	3	0.2%	0	0.0%	129	6.5%
CESS	10	0.5%	24	1.2%	11	0.6%	14	0.7%	63	3.2%	1	0.1%	0	0.0%	123	6.2%
CNHS	16	0.8%	25	1.3%	33	1.7%	9	0.5%	25	1.3%	4	0.2%	2	0.1%	114	5.7%
GSB	10	0.5%	16	0.8%	3	0.2%	3	0.2%	20	1.0%	0	0.0%	0	0.0%	52	2.6%
Library	2	0.1%	11	0.6%	9	0.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	22	1.1%
RSENR	10	0.5%	9	0.5%	8	0.4%	8	0.4%	21	1.1%	2	0.1%	2	0.1%	60	3.0%
All Units Excl. LCOM	202	10.1%	195	9.8%	157	7.9%	137	6.9%	259	13.0%	13	0.7%	10	0.5%	973	48.7%
LCOM	191	9.6%	270	13.5%	504	25.2%	0	0.0%	0	0.0%	13	0.7%	47	2.4%	1025	51.3%
Grand Total, Incl. LCOM	393	19.7%	465	23.3%	661	33.1%	137	6.9%	259	13.0%	26	1.3%	57	2.9%	1998	100%

Retrieved on February 23, 2026: <https://www.uvm.edu/oira/employee-information>

The 2025 faculty profile shows a total of 1,998 faculty, with just over half (51.3%) concentrated in LCOM (1,025 faculty), while all other units collectively account for 48.7% (973 faculty). Overall, the largest rank category is Assistant Professors (33.1%), followed by Associate Professors (23.3%) and Professors (19.7%), indicating a workforce weighted toward earlier- and mid-career faculty. Lecturer roles (13.0%) and Senior Lecturers (6.9%) also represent a meaningful share, particularly outside LCOM, where instructional roles are more distributed. CAS is the largest non-LCOM unit (17.2% of total faculty), with a balanced mix across ranks, while smaller units like GSB and the Library have more limited faculty counts. Notably, LCOM heavily skews toward Assistant Professors (25.2% alone), with no Lecturer or Senior Lecturer roles, distinguishing its structure from other units. Overall, the data reflects a diverse rank distribution with significant variation in staffing models across units.

II. Faculty Headcount by Faculty Rank and Demographics

Faculty Rank	Data Year 2025															
	Professor		Associate Professor		Assistant Professor		Senior Lecturer		Lecturer		Instructor		No Rank		Grand Total	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
American Indian or Alaska Native	0	0.0%	0	0.0%	2	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%
Asian	37	1.9%	29	1.5%	49	2.5%	6	0.3%	8	0.4%	0	0.0%	3	0.2%	132	6.6%
Black or African American	8	0.4%	6	0.3%	8	0.4%	1	0.1%	8	0.4%	0	0.0%	0	0.0%	31	1.6%
Hispanic	11	0.6%	20	1.0%	29	1.5%	3	0.2%	13	0.7%	1	0.1%	4	0.2%	81	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	5	0.3%	6	0.3%	14	0.7%	2	0.1%	2	0.1%	0	0.0%	0	0.0%	29	1.5%
White	325	16.3%	397	19.9%	483	24.2%	121	6.1%	188	9.4%	23	1.2%	48	2.4%	1585	79.3%
Unknown	6	0.3%	4	0.2%	16	0.8%	2	0.1%	25	1.3%	0	0.0%	0	0.0%	53	2.7%
International	1	0.1%	3	0.2%	60	3.0%	2	0.1%	15	0.8%	2	0.1%	2	0.1%	85	4.3%
Grand Total	393	19.7%	465	23.3%	661	33.1%	137	6.9%	259	13.0%	26	1.3%	57	2.9%	1998	100%

Retrieved on February 23, 2026: <https://www.uvm.edu/oira/employee-information>

The 2025 faculty demographic profile (N=1,998) shows a predominantly White workforce (79.3%), with all other racial/ethnic groups each representing relatively small shares of total faculty. Asian faculty comprise 6.6% and are the largest non-White group, followed by Hispanic faculty at 4.1%, International faculty at 4.3%, and Black or African American faculty at 1.6%, while other groups each account for 1.5% or less. Across ranks, Assistant Professors (33.1%) remain the largest category and show comparatively greater demographic diversity, particularly among Asian, Hispanic, and International faculty, whereas senior ranks (Associate Professor at 23.3% and Professor at 19.7%) are more heavily concentrated among White faculty. Lecturer and Senior Lecturer roles (19.9% combined) also skew predominantly White, with limited representation from underrepresented groups. Overall, the data indicate that while some diversity is present—especially at earlier career stages—the faculty body remains largely homogeneous, with diversity decreasing at higher academic ranks.

III. Faculty Headcount Trends by Faculty Rank and Gender

Faculty Rank	SEX	Data Year											
		2020		2021		2022		2023		2024		2025	
		N	%	N	%	N	%	N	%	N	%	N	%
Professor	SEX												
	Female	122	7.0%	117	6.5%	122	6.8%	130	6.9%	132	6.7%	149	7.5%
	Male	258	14.8%	247	13.8%	236	13.2%	242	12.9%	241	12.2%	244	12.2%
	All	380	21.9%	364	20.3%	358	20.0%	372	19.8%	373	18.8%	393	19.7%
Associate Professor	SEX												
	Female	193	11.1%	206	11.5%	201	11.2%	203	10.8%	226	11.4%	241	12.1%
	Male	222	12.8%	220	12.2%	221	12.4%	220	11.7%	220	11.1%	224	11.2%
	All	415	23.9%	426	23.7%	422	23.6%	423	22.5%	446	22.5%	465	23.3%
Assistant Professor	SEX												
	Female	294	16.9%	298	16.6%	319	17.8%	343	18.2%	348	17.6%	342	17.1%
	Male	264	15.2%	255	14.2%	251	14.0%	277	14.7%	305	15.4%	319	16.0%
	All	558	32.1%	553	30.8%	570	31.9%	620	32.9%	653	32.9%	661	33.1%
Senior Lecturer	SEX												
	Female	57	3.3%	58	3.2%	57	3.2%	55	2.9%	70	3.5%	75	3.8%
	Male	44	2.5%	44	2.4%	51	2.9%	59	3.1%	62	3.1%	62	3.1%
	All	101	5.8%	102	5.7%	108	6.0%	114	6.1%	132	6.7%	137	6.9%
Lecturer	SEX												
	Female	109	6.3%	153	8.5%	145	8.1%	162	8.6%	176	8.9%	168	8.4%
	Male	69	4.0%	93	5.2%	85	4.8%	94	5.0%	99	5.0%	91	4.6%
	All	178	10.2%	246	13.7%	230	12.9%	256	13.6%	275	13.9%	259	13.0%
Instructor	SEX												
	Female	29	1.7%	23	1.3%	21	1.2%	17	0.9%	18	0.9%	15	0.8%
	Male	12	0.7%	11	0.6%	12	0.7%	12	0.6%	13	0.7%	11	0.6%
	All	41	2.4%	34	1.9%	33	1.8%	29	1.5%	31	1.6%	26	1.3%
No Rank	SEX												
	Female	23	1.3%	30	1.7%	29	1.6%	23	1.2%	25	1.3%	22	1.1%
	Male	42	2.4%	41	2.3%	42	2.3%	46	2.4%	43	2.2%	35	1.8%
	All	65	3.7%	71	4.0%	67	3.7%	69	3.7%	68	3.4%	57	2.9%
Non-Faculty	SEX												
	Female									1	0.1%		
	Male									3	0.2%		
	All									4	0.2%		
GRAND TOTAL		1738	100%	1796	100%	1788	100%	1883	100%	1982	100%	1998	100%

Retrieved on February 23, 2026: <https://www.uvm.edu/oira/employee-information>

From 2020 to 2025, total faculty headcount grew steadily from 1,738 to 1,998, with the largest share consistently at the Assistant Professor level (rising from 32.1% to 33.1%), indicating a strong early-career pipeline. Associate Professors remained relatively stable (~23–24%), while full Professors declined slightly as a proportion (21.9% to 19.7%) despite modest numeric growth. Gender trends show gradual gains for women across most ranks, most notably among Professors (increasing from 7.0% to 7.5%) and

Associate Professors (11.1% to 12.1%), while female representation already exceeds male representation at the Assistant Professor and Lecturer levels. Lower ranks (Instructor, No Rank) declined in share, while Senior Lecturer roles grew modestly. Overall, the data indicate institutional growth driven by junior ranks, incremental improvement in gender diversity, and a slightly compressed senior faculty tier relative to total expansion.

IV. Faculty Headcount Trends by Faculty Rank and Demographics

From 2020 to 2025, faculty racial and ethnic background shows gradual but uneven improvement, with the most notable gains concentrated in junior ranks. Faculty of Color (FOC) representation increased modestly among Professors (2.5% to 3.1%) and Associate Professors (3.2% to 3.1%, largely flat), but remains disproportionately low relative to overall faculty growth and continues to lag behind lower ranks. Assistant Professors demonstrate the strongest diversification trend, with FOC representation rising from 3.7% to 5.1%, alongside growth in Asian, Hispanic, Black, multiracial, and international faculty, indicating a more diverse hiring pipeline. Lecturer ranks also show incremental gains (0.9% to 1.6% FOC), while Senior Lecturer and Instructor levels remain largely stagnant with minimal racial diversity. Across all ranks, White faculty continue to represent the overwhelming majority, though their proportional share has slightly declined in some categories. Overall, the data suggest that while entry-level hiring is becoming more diverse, progress in advancing and retaining diverse faculty into senior ranks remains limited. For more information, go to <https://www.uvm.edu/oira/employee-information>

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 Equal Opportunity](#) offers important tools and resources to strengthen faculty search processes. Some of these tools are the resource guide for [EO Best Practices for Recruiting at UVM training](#) for faculty search committees, the [Faculty Recruitment Guidelines and Instructions](#), and the [Recruitment Workflow Maps \(PDF\)](#).

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 intercultural excellence of the institution.

Types of Recruitment and Hires

- [Tenure Track](#)
- [Non-Tenure Track](#)
- [Tenure Track Academic Administrators](#)
- [Non-Salaried Faculty](#)
- [Henderson-Harris Fellowship Program](#)
- [Dual Career Hire \(PDF\)](#)
- [Provost's Exploring Faculty Careers at UVM Program](#)

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](#)
- [Dual Career Hire Guidelines \(PDF\)](#)
- [PeopleAdmin - How To Guides](#)
- [Professional Meeting Interview Guidelines](#)
- [Recruiting Guidelines and Instructions](#)
- [Search Committee Membership Guidelines](#)
- [Tenure-Track Recruitment Workflow Map \(PDF\)](#)
- [LCOM Tenure-Track Recruitment Workflow Map \(PDF\)](#)
- [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 [Office of the Vice Provost for 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 Advertising Guidelines](#)
- [T/TT Recruitment Guidelines \(PDF\)](#)
- [T/TT Search Committee Membership 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
- 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. Currently, paper applications are

accepted only for LCOM. In addition, Campus Interview Authorizations and Appointment Authorizations may be filed ONLY through [PeopleAdmin](#).

Search Recruitment Plan: The unit is expected to employ the strategies identified in its 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 Equal Opportunity \(EO\)](#) 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.

The UVM's [Office of Equal Opportunity](#) holds annual training sessions on [Best Practices for Recruiting at UVM](#) 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 EO office. If a search committee member is unable to attend the training session, they can independently complete the EO [Best Practices for Recruiting at UVM virtual training](#) (log-in using UVM netid → View Library → Policy → click University of Vermont - Best Practices for Recruiting at UVM 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 a separate statement on how you, as a faculty member in the department, would enhance the impact of [Our Common Ground](#) values at UVM. 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.

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 [Our Common Ground](#) values at UVM (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 (minimum of 3 references) were conducted (by and with whom) and/or letters of recommendation (minimum of 3) were received (how many and from whom); and
- A summary of reference check outcomes and/or Letters of recommendation (minimum of 3) 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.

BACKGROUND CHECKS FOR FACULTY: The University follows a streamlined process for full-time faculty member hiring to ensure efficient background check handling. UVM's Onboarding team is integrated into the PeopleAdmin workflow. Once the Vice Provost for Faculty Affairs approves an appointment authorization request, the UVM HR Onboarding Team initiates the background check for the prospective faculty hires. 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, the University streamline operations and provide a smoother, more unified experience for all stakeholders. For more information about this process, see [Faculty Background Checks FAQ \(PDF\)](#).

**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.*

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

- [Appointment Letter](#):
 - Draft appointment letter must be reviewed by Human Resources (HR) Faculty Services Unit 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.

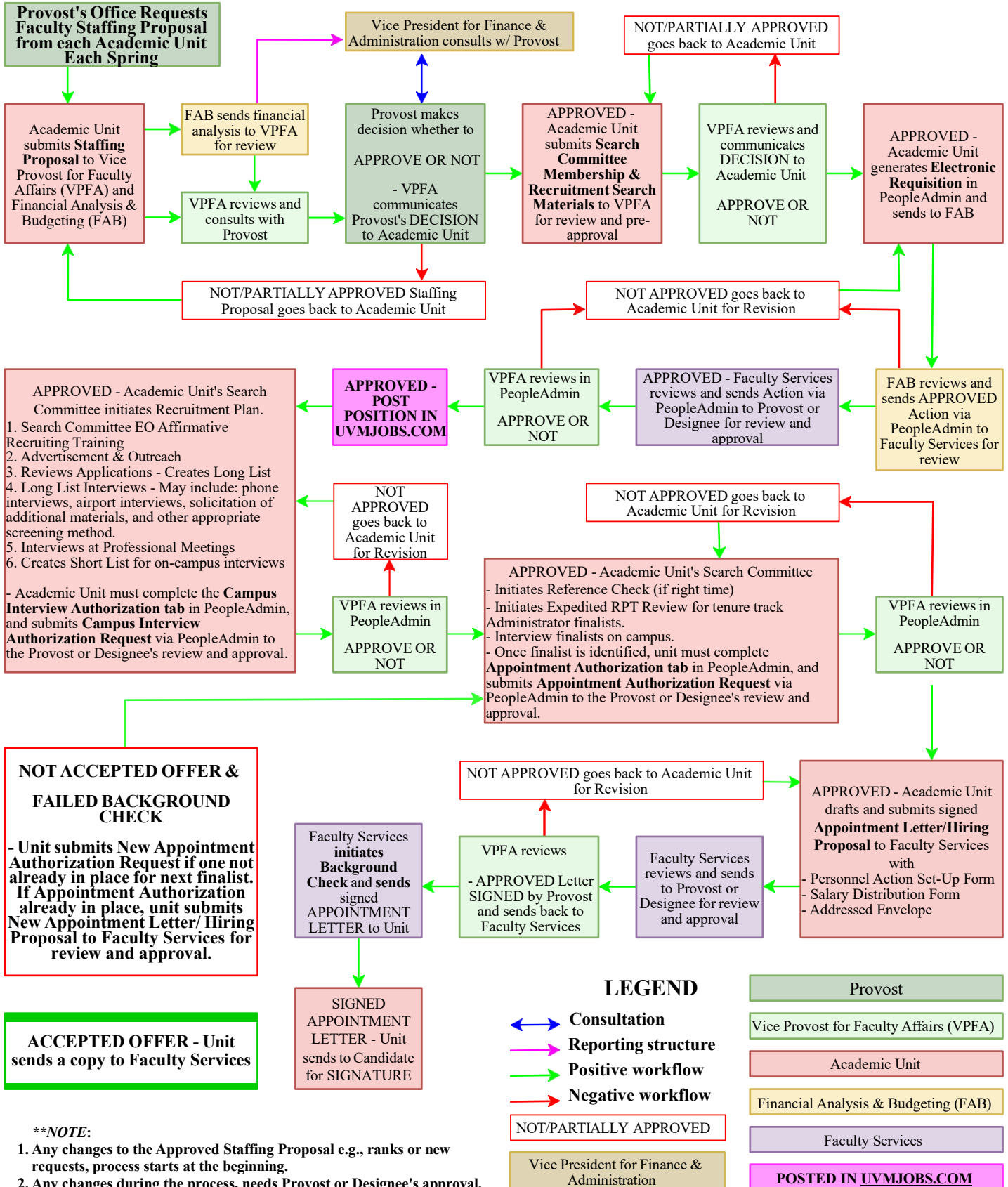
Accepted Offer: When the candidate has signed the appointment letter and returned it to the Dean, the Dean should forward a copy to HR-Faculty Services.

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 Intercultural Excellence 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).

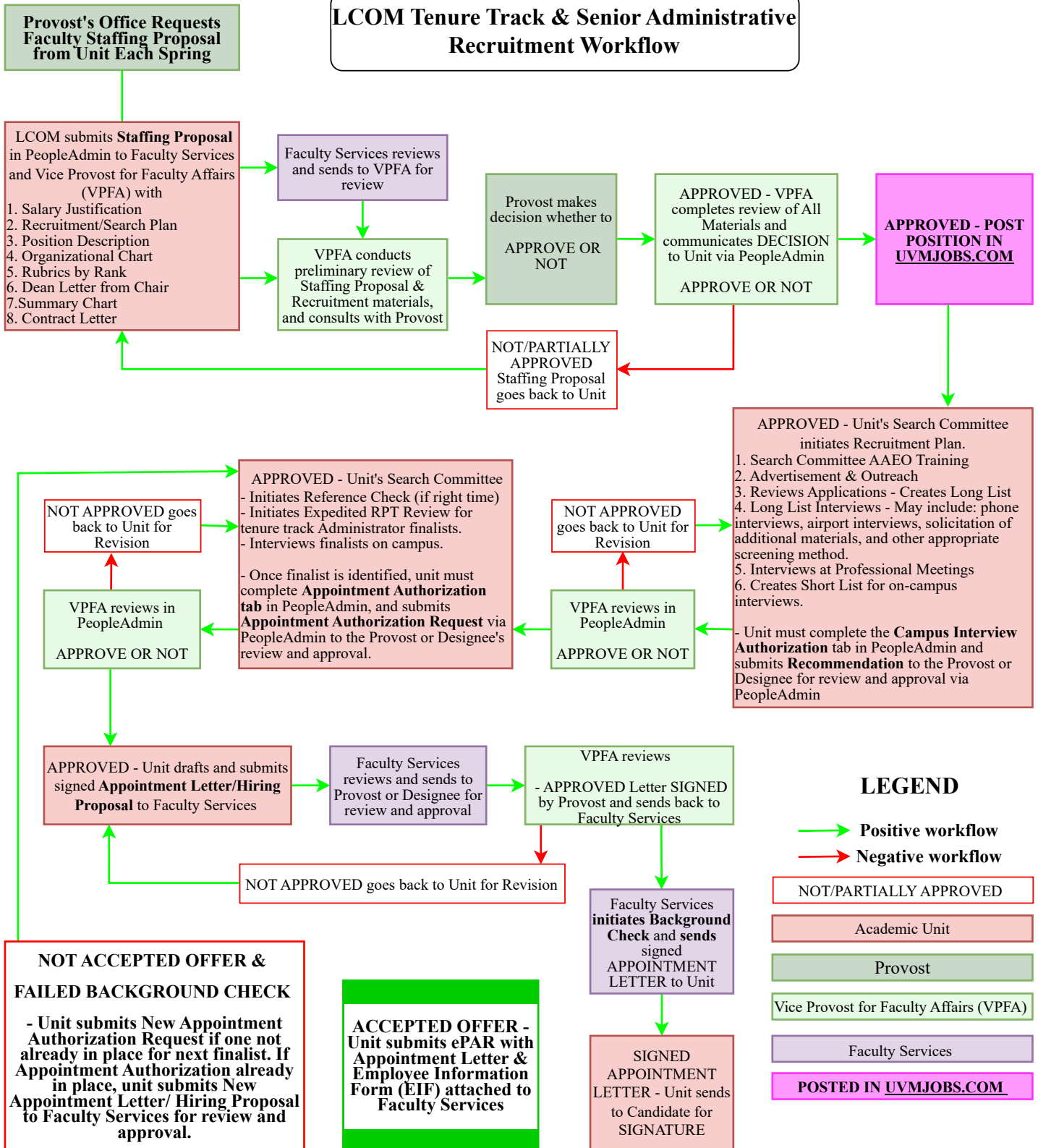
Tenure Track Recruitment Workflow *UVM Academic Units (except LCOM)*



****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.

LCOM Tenure Track & Senior Administrative Recruitment Workflow



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.

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.

- [Advertising Guidelines](#)
- [Appointment Letter Templates](#)
- [Non-Tenure Track Recruitment Workflow Map \(PDF\)](#)
- [LCOM Non-Tenure Track Recruitment Workflow Map \(PDF\)](#)
- [PeopleAdmin - How To Guides](#)
- [Professional Meeting Interview Guidelines](#)
- [Recruitment Guidelines and Instructions](#)
- [Search Committee Membership Guidelines](#)
- [Target of Opportunity or Recruitment Waiver Hire Guidelines](#)

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 [UVM's Strategic Plan](#).
 - 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 Strategic Plan](#).

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
- 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. Paper applications will not be accepted. In addition, Campus Interview Authorizations and Appointment Authorizations may ONLY be filed through [PeopleAdmin](#).

Search Recruitment Plan: The unit is expected to employ the strategies identified in its 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 Equal Opportunity](#) (EO) 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 [Office of Equal Opportunity](#) to discuss the sort of NTT position under recruitment (lecturer, clinical, library, extension, etc.) to determine and schedule the necessary Best Practices for Recruiting at UVM Training.

UVM's [Office of 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 EO office. If a search committee member is unable to attend the training session, they can independently complete the EO [Best Practices for Recruiting at UVM virtual training](#) (log-in using UVM netid → View Library → Policy → click University of Vermont - Best Practices for Recruiting at UVM 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 a separate statement on how you, as a faculty member in the department, would enhance the impact of [Our Common Ground](#) values at UVM. 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

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 [Our Common Ground](#) values at UVM (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 (minimum of 3 references) were conducted (by and with whom) and/or letters of recommendation (minimum of 3) were received (how many and from whom); and
- A summary of reference check outcomes and/or Letters of recommendation (minimum of 3) 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.

BACKGROUND CHECKS FOR FACULTY: The University follows a streamlined process for full-time faculty member hiring to ensure efficient background check handling. UVM's Onboarding team is integrated into the PeopleAdmin workflow. Once the Vice Provost for Faculty Affairs approves an appointment authorization request, the UVM HR Onboarding Team initiates the background check for the prospective faculty hire. 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, the University streamline operations and provide a smoother, more unified experience for all stakeholders. For more information about this process, see [Faculty Background Checks FAQ \(PDF\)](#).

**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*

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.

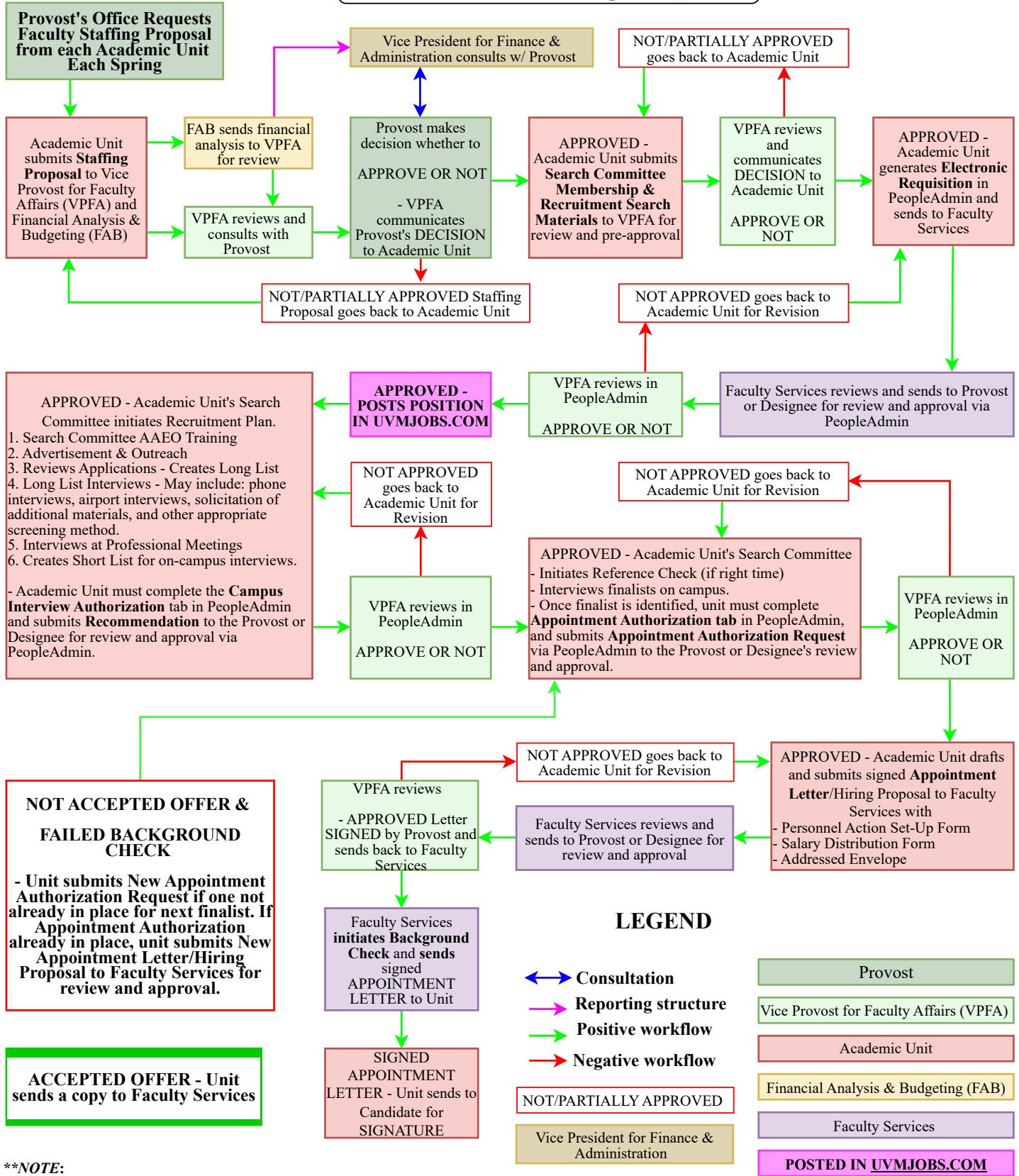
Accepted Offer: When the candidate has signed the appointment letter and returned it to the Dean, the Dean should forward a copy to Faculty Services.

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).

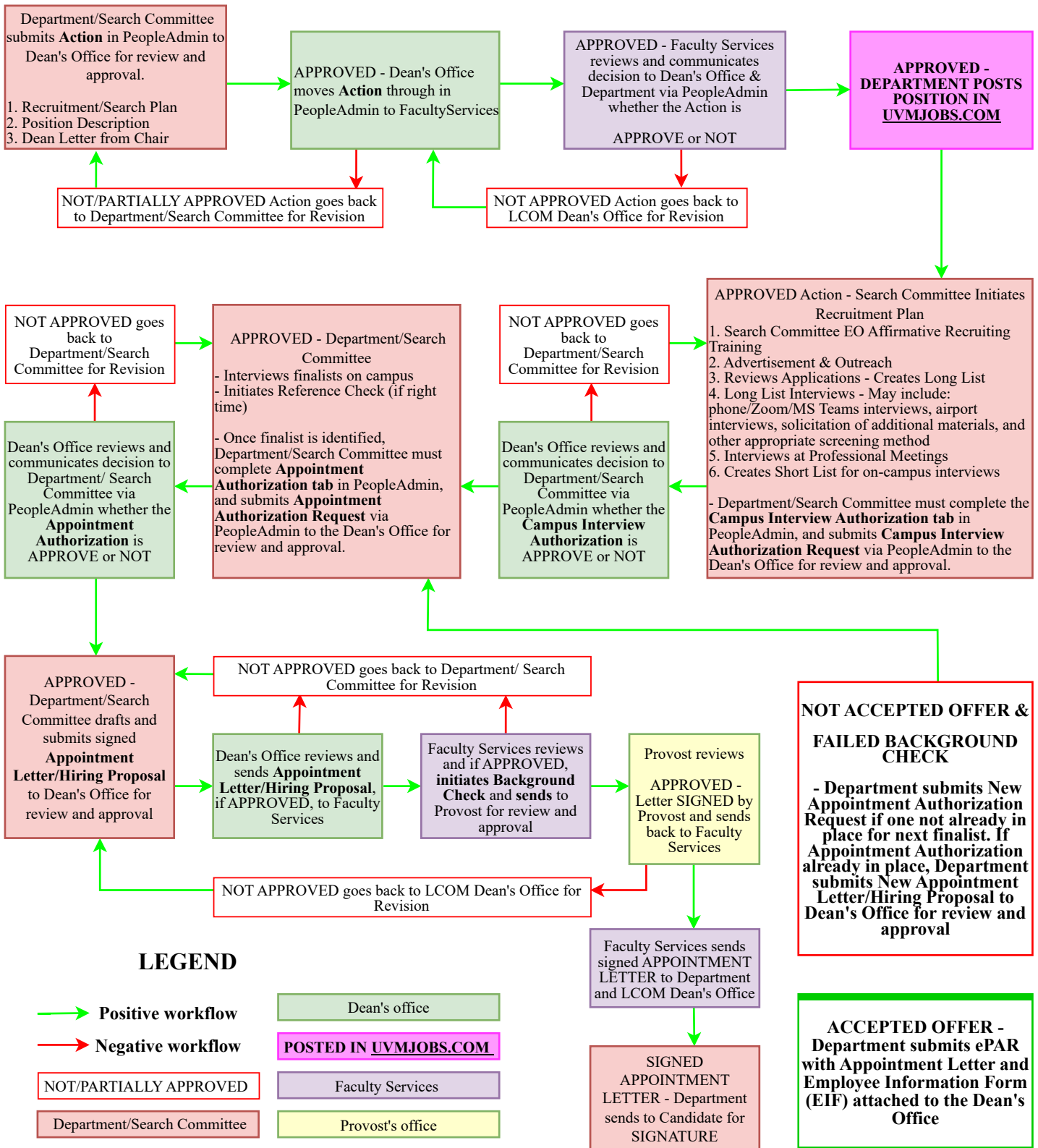
Non-Tenure Track Recruitment Workflow UVM Academic Units (except LCOM)



****NOTE:**

- Any changes to the Approved Staffing Proposal e.g., ranks or new requests, process starts at the beginning.
- Any changes during the process, needs Provost or Designee's approval.
- 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



****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.

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 \(PDF\)](#). For external candidates, in addition, please refer to [Expedited Tenure Review Process \(PDF\)](#) and the [Administrator Recruitment Workflow Maps](#).

Two Categories of Workflows:

- a. [Other Academic Administrators Recruitment Workflow Map \(PDF\)](#)
- b. [Dean-Only 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.

Search Recruitment Plan: The unit is expected to employ the strategies identified in its 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 Equal Opportunity](#) (EO) 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 Equal Opportunity](#) holds annual training sessions on [Best Practices for Recruiting at UVM training](#) 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 EO office. If a Search Committee member is unable to attend the training session, they can independently complete the EO [Best Practices for Recruiting at UVM virtual training](#) (log-in using UVM netid → View Library → Policy → click University of Vermont - Best Practices for Recruiting at UVM 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 a separate statement on how you, as a faculty member in the department, would enhance the impact of [Our Common Ground](#) values at UVM. 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 [Our Common Ground](#) values at UVM (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

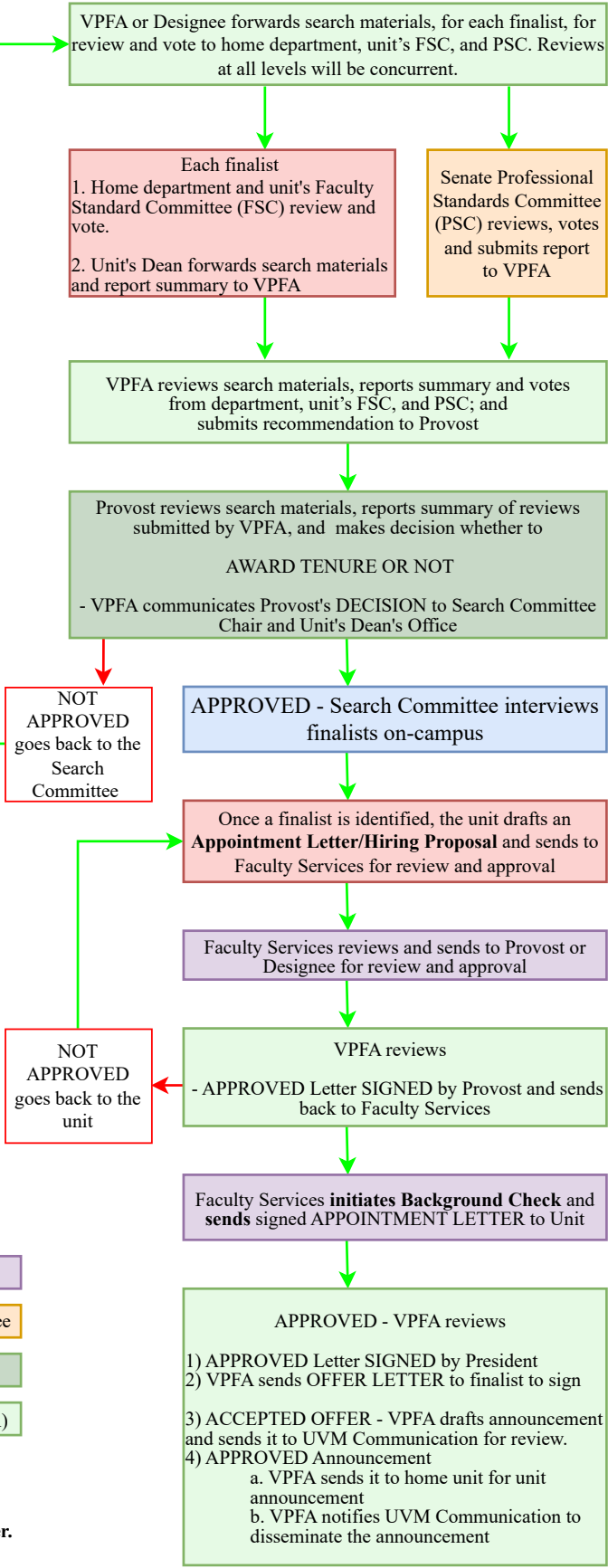
- Initiates Reference Check (if right time)
- Initiates Expedited Tenure Review Process for tenure track Administrator who
 - a. Have been granted tenure at an academic institution of comparable reputation;
 - b. Already hold the rank of full professor at a comparable academic institution; and
 - c.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



LEGEND

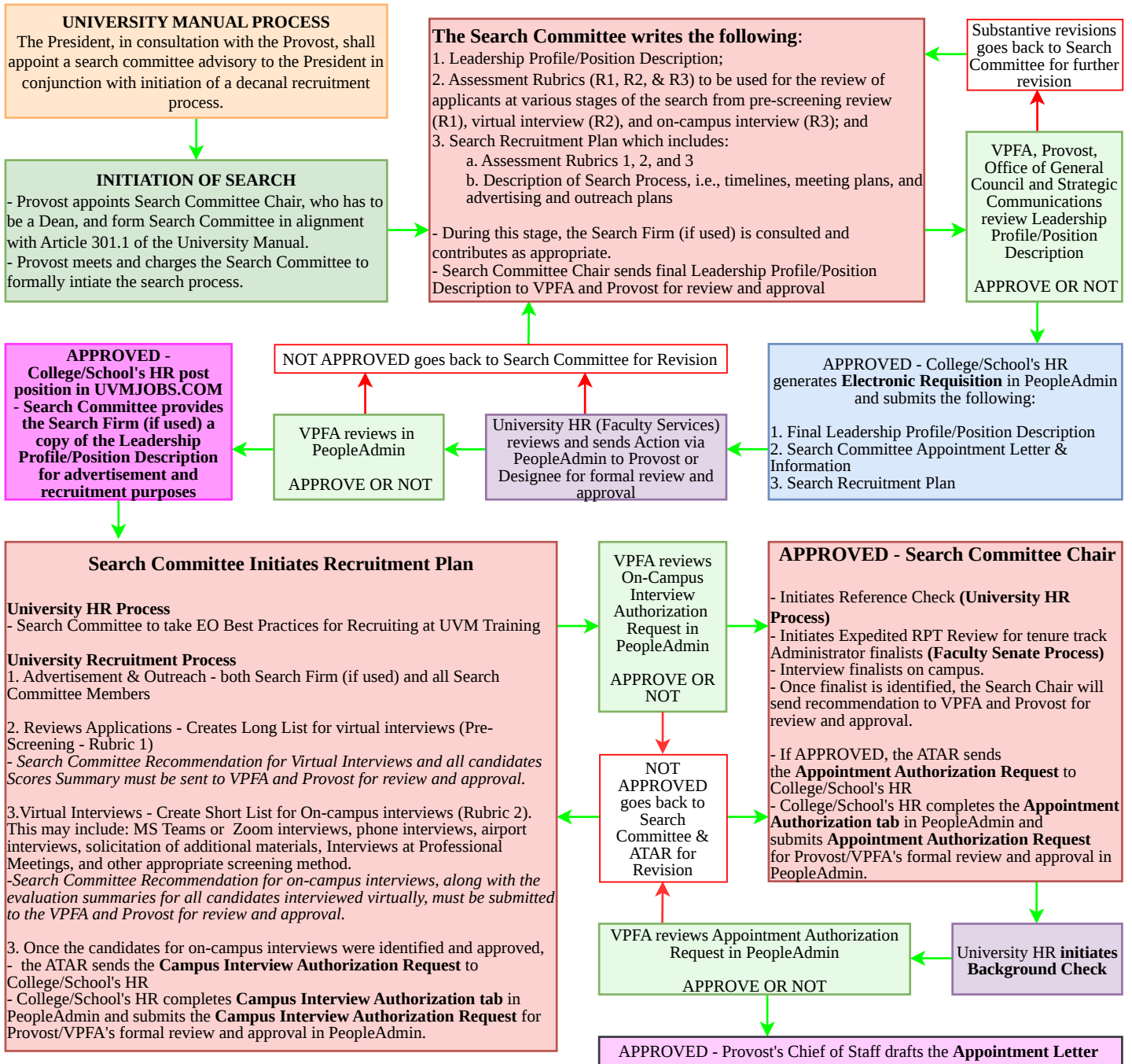
→ Positive workflow
→ Negative workflow

NOT APPROVED	Faculty Services
Search Committee	Senate Professional Standards Committee
Academic Unit	Provost
	Vice Provost for Faculty Affairs (VPFA)

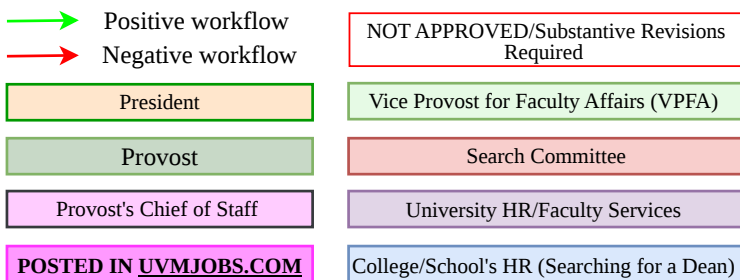
****NOTE:**

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.

Dean-Only Recruitment Workflow



LEGEND



NOT ACCEPTED OFFER and/or FAILED BACKGROUND CHECK
- Provost picks next ACCEPTABLE finalist

*NOTE: Any changes in the Leadership Profile/Position Description, Rubrics (1, 2, & 3), and the search process require Provost or Designee's approval.
** ATAR - Academic Talent Acquisition and Retention Coordinator

FACULTY SENATE PROCESS

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

Once finalists are identified. University HR initiates **Background Check**, and the **Search Committee Chair** initiates the following:

HR PROCESS
 - **Initiates Reference Check** - Request letters of recommendation from references provided by candidates

FACULTY SENATE PROCESS - [Expedited Tenure Review Process \(Link\)](#)
 - **Initiates Expedited Tenure Review Process for tenure track Administrator who**

- Have been granted tenure at an academic institution of comparable reputation;
- Already hold the rank of full professor at a comparable academic institution; and
- 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.

- The Search Committee Chair, in consultation with the Vice Provost for Faculty Affairs (VPFA):
 - Notifies finalists of the Expedited Tenure Review Process;
 - Provides finalists of pertinent information (e.g., timeline, RPT guidelines); and
 - Gathers information from finalists' referees.
- The Search Committee Chair sends the following, for each interview finalist, to the VPFA:
 - Dossier, including CV;
 - Cover memo summarizing eligibility for expedited review and credentials/qualifications for tenure for each finalist;
 - Potential home department(s) or school (following consultation with candidate), and the corresponding College/School's RPT guidelines;
 - Evidence of teaching effectiveness (requested from candidate; e.g., a summary of courses taught, teaching evaluation data, teaching awards); and
 - 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.
- The review is to be completed over the course of 5 business days prior to finalists on-campus interview.
- The review will focus solely on the candidates' acceptability for tenure under UVM and relevant academic College/School guidelines.

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

Each finalist
 1. Home department and College/School's Faculty Standards Committee (FSC) review and vote.
 2. College/School's Search Liaison forwards search materials and report summary to VPFA

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

VPFA reviews search materials, search report summary of RPT reviews and votes from department, College/School'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 HIRE CANDIDATE AT REQUESTED RANK OR NOT**

- VPFA communicates Provost's **DECISION** to Search Committee Chair and College/School's Search Liaison

NOT APPROVED goes back to the Search Committee

APPROVED - Search Committee interviews finalists on-campus

Once a finalist is identified. The Provost's Chief of Staff drafts the **Appointment Letter**.

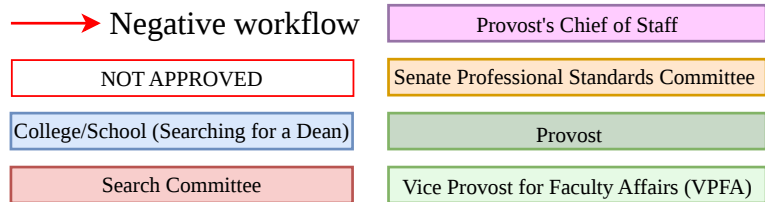
- APPROVED Letter SIGNED by President
- Provost sends OFFER LETTER to finalist to sign

ACCEPTED OFFER

- VPFA notifies Search Committee and College/School's Search Liaison
- University Strategic Communications sends out campus-wide and public Announcements

LEGEND

→ Positive workflow
 → Negative workflow



****NOTE:**
 1. College/School's Search Liaison has the responsibility to submit material for RPT review to appropriate committees, and the reports of reviews and votes at College/School 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 Application \(SharePoint - requires uvm.edu login\)](#)
- [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, supports post- doctoral scholars whose expertise aligns with advancing the University of Vermont's (UVM) research and teaching priorities, particularly those related to [Our Common Ground principles](#) and UVM's inclusive excellence objectives.

The Henderson-Harris Fellowship Program seeks applicants whose diverse lived experiences have profoundly shaped their research, pedagogical, and service-oriented objectives. Ideal candidates will be able to articulate the influence of these experiences on their academic pursuits, particularly those whose research and teaching goals directly engage with issues of inequality and injustice within their respective disciplines. We welcome applications from all candidates who are committed to these values.

The Henderson-Harris fellowships are two-year appointments, and Fellows are expected to complete the full two-year term before transitioning to a tenure-track position at UVM upon successful 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) will include professional development, peer mentoring, community building, and networking opportunities, as applicable. UVM will not sponsor employment authorization for Henderson-Harris Fellows. However, applicants authorized to work in the United States and who do not require UVM's sponsorship for continued employment are eligible to apply. 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.

Approved positions must use the following [posting language \(PDF\)](#) and have their posting documents reviewed and approved by the Vice Provost for Faculty Affairs.

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

[Henderson-Harris Fellowship Program Recruitment Posting \(PDF\)](#)

Process

1. Academic Unit Dean submits Henderson-Harris Fellow (HHF) 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 two requests for Henderson-Harris Fellows 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
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 HHH database.

Commitment Agreement

1. Home unit(s) and years of appointment
2. Salary commitment per year: __ Hiring Unit __ Provost __ VPR __ Other Unit
3. Start-up commitment per year: __ Hiring Unit __ Provost __ VPR __ Other Unit
4. Teaching assignment
5. Scholarship/research expectations
6. Service expectations
7. Responsibilities as Henderson-Harris Fellow

Onboarding and Transition Plan

Onboarding serves the purpose of informing, orienting, and empowering the new Henderson-Harris Fellow. 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 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.

1. Responsibilities of department chair (or Associate Dean in units without chairs)

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

2. Responsibilities of Dean's Office

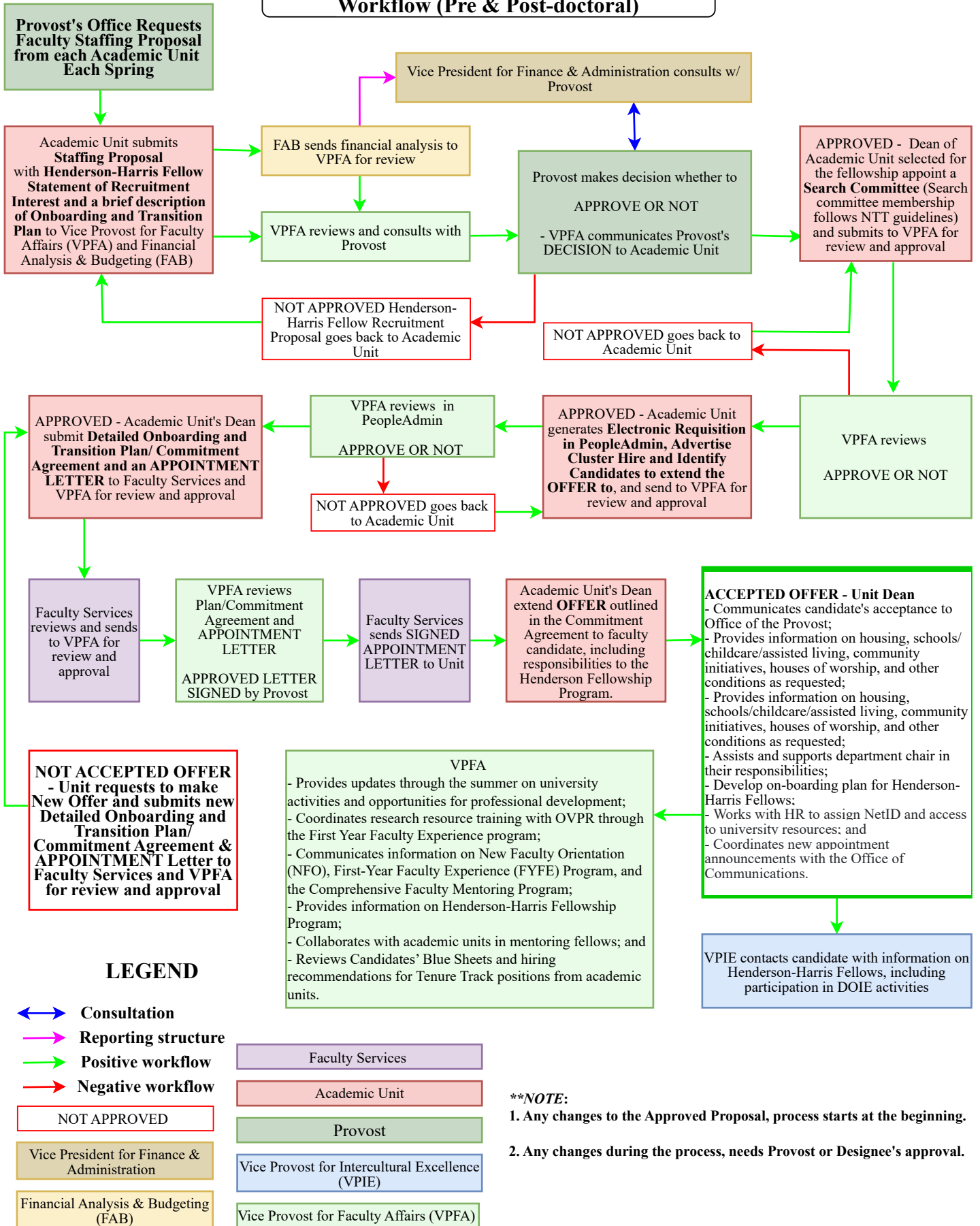
- a. Provides information on housing, schools/childcare/assisted living, community initiatives, houses of worship, and other conditions as requested.

- b. Assists and supports department chair in their responsibilities.
- c. Develop onboarding plan for Henderson-Harris Fellows.
- d. Works with HR to assign NetID and access to university resources.
- e. Coordinates new appointment announcements with the Office of Communications.

3. Responsibilities of Office of the Vice Provost for Faculty Affairs

- a. Provides summer updates on professional development opportunities via the Comprehensive Faculty Mentoring Program calendar for the next academic year.
- b. Communicates information on New Faculty Orientation (NFO), First-Year Faculty Experience (FYFE) Program, and the Comprehensive Faculty Mentoring Program
- c. Provides information on Henderson-Harris Fellowship Program through an early Fall onboarding meeting.
- d. Collaborate with academic units in mentoring fellows
- e. Reviews candidate Blue Sheets and hiring recommendations for Tenure Track positions from academic units

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



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 participate in the following:

- (1) New Faculty Orientation activities held each August;
- (2) First Year Faculty Experience workshop series during Years 1 and 2, which is part of the Comprehensive Faculty Mentoring Program offered by the Office of the Vice Provost for Faculty Affairs;
- (3) Programming organized by the Graduate College for UVM postdoctoral scholars;
- (4) activities organized by the Division of Intercultural Excellence (DOIE) for Henderson-Harris Fellows; and
- (5) 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 status¹ (“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.

¹ 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 Inclusive Excellence 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 inclusive excellence at UVM, with specific reference to the [Unit's 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 Faith Schumacher at Faith.Schumacher@uvm.edu.

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

VIII. Strategic Faculty Recruitment and Retention Initiatives

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 inclusive excellence on 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.

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 [Our Common Ground](#) principles at UVM. 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 and perspectives 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 candidates for future faculty positions at UVM.

FACULTY RETENTION AND ELEVATION

I. Faculty Professional Advancement

Providing an environment that fully support the University's most crucial assets: its people, as articulated in the [UVM's Strategic Plan](#). The importance of UVM's people 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. The Vice Provost for Faculty Affairs coordinates group mentoring programs available to all faculty, regardless of their academic rank. The Vice Provost for Faculty Affairs works closely with [Kroepsch-Maurice Fellows for Faculty Affairs](#) to run the University wide program. 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](#)
- [Kroepsch-Maurice Emerging Academic Leadership Program](#)
- [National Center for Faculty Development & Diversity \(NCFDD\)](#)

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.

Kroepsch-Maurice Emerging Academic Leadership Program

The [Kroepsch-Maurice Emerging Academic Leadership Program](#) is an annual, cohort-based initiative designed for faculty members interested in pursuing leadership roles at the Program and Departmental levels at UVM. Its purpose is to offer guidance and a collaborative environment for prospective faculty leaders to develop and exchange effective leadership and administrative practices. 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

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 the [Center for Teaching and Learning \(CTL\) Webpage](#) 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](#)
- [Outstanding Faculty Advisor Award](#)
- [Outstanding Part-Time Faculty Teaching Award](#)
- [Patricia A. Prelock Award for Excellence in Online Teaching](#)
- [President's Distinguished Senior Lecturer and Lecturer Awards](#)
- [President's Distinguished University Citizenship and Service Award](#)
- [Provost's Award for Excellence in Doctoral Mentoring](#)
- [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.

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.

Patricia A. Prelock Award for Excellence in Online Teaching

The [Patricia A. Prelock Award for Excellence in Online Teaching](#), presented annually, recognizes superior online teaching by full-time and part-time faculty, provides models of excellence for fellow faculty, and encourages all faculty to continue to improve and advance their online teaching pedagogy. Named in honor of former Provost Patricia Prelock, an early adopter of online teaching at UVM, this award celebrates innovative and effective online instruction.

Dr. Prelock is Provost and Senior Vice President for Academic Affairs at the University of Arizona, following her tenure as Provost and Senior Vice President at the University of Vermont (2019 to 2025) and as Dean of UVM's College of Nursing and Health Sciences (CNHS). Her University of Vermont faculty appointments included Professor of Communication Sciences and Disorders in CNHS, and Professor of Pediatrics in the UVM Larner College of Medicine. Renowned for her expertise in Autism Spectrum Disorders (ASD), Dr. Prelock has secured \$24 million dollars in funding for interdisciplinary training and ASD interventions and has published over 211 worked and delivered over 585 presentations on autism, neurodevelopmental disabilities, collaboration, leadership, and language learning disabilities. The award recipients will receive a framed certificate, a letter outlining their accomplishments to aid in their professional development, and 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 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.

Provost's Award for Excellence in Doctoral Mentoring

Each academic year, the Graduate College and the Provost will recognize colleagues who exemplify the considerable efforts and accomplishments of members of the graduate faculty who serve as effective mentors of Ph.D. students. These awards are integral to the Graduate College's continuing efforts to cultivate a culture of excellence in mentoring. With these awards, the Graduate College and the Provost seek to reinforce and highlight practices that enhance the overall quality of graduate education. There are two awards each year. Each award carries a cash prize of \$2,000 and the winners will be honored publicly. 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](#)
- [Comprehensive Faculty Mentoring Program](#)
- [Cultural Resource Guide](#)
- [Division of Intercultural Excellence](#)
- [Employee Assistance Program \(EAP\)](#)
- [Reappointment, Promotion and Tenure \(RPT\)](#)
- [Retired Faculty and Administrative Officers \(RFAO\)](#)
- [Sabbaticals and Professional Development Leaves](#)
- [Teacher's Oath \(PDF\)](#)
- [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 \(CBAs\)](#)
- [Division of Intercultural Excellence](#)
- [Faculty Recognition Awards](#)
- [Reappointment, Promotion and Tenure \(RPT\)](#)
- [Resources for Faculty and Chairs](#)
- [Office of the Vice President for Research \(OVPR\)](#)
- [Office of Equal Opportunity](#)
 - [EO Support Resources](#)
 - [Title IX Resources](#)
 - [EO Best Practices for Recruiting at UVM Virtual Training](#)
 - [EO 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 Background and Reference Checks

- [Guidelines for Background and Reference Checks](#)
- [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 6th 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 [EO Best Practices for Recruiting at UVM](#) 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 [EO Best Practices for Recruiting at UVM 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 [Office of the Vice Provost for Faculty Affairs 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 Faculty of Color (FOC) 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 the 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 [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.
27. Can a search committee report that was submitted to the unit Dean’s office be revised/ edited before moving it forward to the Provost’s Office?
- No. The Dean’s office should not edit reports from search committees. If the Dean’s office has any concerns with a report, they should send it back to the search committee to address those concerns before accepting the report and submitting it to the Provost’s office for review. If the Dean’s office chooses to accept a “problematic report”, then the Dean must submit a memo that explains their concerns with the report.
28. The Search Committee submitted a report to the unit Dean clearly articulating strengths and weaknesses of each candidate without ranking them, and indicating whether they are acceptable for hire or not. The Dean then ranked the candidates and submitted the ranked list to the provost’s office. Is this okay to do?
- Yes, it is okay to do. Search Committees are supposed to submit unranked reports to the Dean. If a Search Committee submitted a ranked report to their unit Dean and the Dean accepted it and choose to submit it to the Provost’s office for review, the Dean must provide an explanation if their recommendations for hire differs from that of the committee.
29. After Search Committee’s careful review of an internal candidate’s application materials, the Search Committee decided to invite the candidate for on-campus interview. However, upon a closer look at the candidate’s professional references, 2 out of the 3 referees are from the candidate’s own department. What should the committee do in this case?
- The Search Committee may request additional professional references from individuals outside the candidate’s department. If timing constraints limit the ability to obtain written reference letters, the Committee may instead conduct reference checks by phone.