



Faculty Search and Appointment Process at UIC

Patricia A. Gill, Associate Chancellor, Office for Access & Equity,
pagill@uic.edu

Angela Yudt, Acting Director, Faculty Affairs Human Resources,
ayudt@uic.edu

UIC Administrative Staff Leadership Conference
March 9, 2007, 1pm, SCE, Fort Dearborn B



Agenda for Today

- **Pre-search Process:** getting started, considerations, the requirement to search, the search committee
- **Search Process:** critical stages, posting, prior approvals, soliciting EEO information, wrapping up
- **The Offer:** URFP funding, tenure and tenure-track faculty, “Q” appointments, faculty with administrative appointments,
- **The Appointment Process:** from the offer, to the Graduate College, the Provost, Board of Trustees, Biosketch, Chancellor’s Briefing Document



Not on Today's Agenda

- Concentration on overview, not exhaustive detail on each step
- Not all instructional or research faculty but focus on tenured and tenure track appointment process
- Not conduct and inquiries in the interview process



UIC will offer an outstanding education at all levels to a diverse student body.

- We seek faculty who help us achieve this goal
- Each faculty opening presents an opportunity to build upon our diversity
- Race, gender, national origin cannot be used to exclude candidates from consideration
- Once candidates are considered to be qualified, race, gender, and national origin can be used to evaluate past achievements and potential contributions to UIC's mission and goals.
- Methods: expand recruitment pools, give incentives to hire and retain, provide a fair process

Getting Started: Is a search required?

- General rule: a search is required
- How can this position be used to promote diversity within the department?
- The “Rare” Waiver in faculty searches

Exceptions

- Temporary or visiting, 1 year usually but up to 3 if named in grant
- Adjunct, visiting scholar
- Less than 50%
- Trainees: fellows residents, post-docs, pharmacy externs

Other Questions and the Opportunity for Diversity?

- Are there gaps in the department?
- If yes, who should be on the search committee that can help to address the gap?
- What rank or level of faculty is sought or is this open to discussion and dependent on pool?
- Can this be used as an opportunity to bring in someone on non tenure-track and later reconsider for tenure track appointment
- Are there other particular needs for this opening? *i.e. schedule, additional duties, etc.*



Pre-Search

- Determine the particulars of the position:
i.e. desired specialty, possible rank/ranks,
write position description
- Determine search committee composition
with diversity in mind
- Draft directives to search committee
including effort to address diversity

Critical Stage #1: OAE Approval before advertising, Position Notice

- Triggers the start of a process, similar to a job requisition, links to other parts of the entire process
- Can be found on-line at http://www.uic.edu/depts/oea/eq_posform.doc
- Can complete on-line and forward with “chain of approval” emails or complete by hand and deliver to OAE

Position Notice Form

- EEO/AA Job Code No. _____
- FOR OAE USE ONLY

- This form is necessary for all academic positions and must be submitted prior to advertisement or public announcement. **No candidate for any academic or professional appointment for 50 percent or more time may be interviewed until the full search process has been approved by a campus affirmative action officer. OAE assists units with searches. Please contact OAE about any aspect of recruitment.**

- **C-FOAP** _____
- **Appointing Unit** _____ Coll/Dept. Code _____
- **Position Title*:** _____

- *Please attach a copy of the approved PAPE (Principal Administrative Position Exemption) form for all nonfaculty appointments.

- **A. Advertising.** Please include the following information:

- 1. Rank and/or title.
- 2. Brief description of duties and responsibilities.
- 3. Specific minimal qualifications.
- 4. Other desirable qualifications.
- 5. Beginning date.
- 6. Specify (application deadline) or state "For fullest consideration, submit [CV, resume] by [date]."
- 7. Contact person and address.
- 8. The following brief statement of campus policy: "The University of Illinois is an Affirmative Action/Equal Opportunity Employer."

- **Please attach the exact wording of the advertisement (2 copies)**

- **B. Search Process.** Describe the search process that will be used to develop a diverse pool of applicants that will include members of *both* sexes and *all* racial/ethnic categories (American Indian, White, African American, Asian, and Latino).

- **1. Advertising.** (Professional or minority periodicals or newspapers; metropolitan newspapers; listing with professional, female, or minority caucuses or organizations; letters to organizations/associations, departments, or individuals, etc.).

- a. Will the search be national _____ or local _____?
- b. Where will the position be advertised? _____
- c. What are the anticipated dates of advertisement? _____, _____,
(Note: For newspapers, ad should appear in at least one Sunday edition).

- **2. Personal Contacts.** (In person or by telephone, especially with organizations, departments, colleges, universities, or individuals likely to provide qualified female and minority applicants, include requests for nominations. OAE advises hiring units on request.)

- **3. Other.** (For example, conferences, Internet postings)

- **C. Job Description.** Please attach a complete job description. Include a detailed statement of duties listing minimal and desirable qualifications. State the date the individual would begin the appointment and whether it is permanent or temporary, tenured or tenure-track. Also, note application deadline, salary range, and any peculiarities of the position, such as irregular scheduling, extensive travel, less than full time, etc.

- **D. Search Committee.** Please attach a list of the members of any search committee identified by race and gender and indicate the chairperson.



OAE Review and Approval

- Assess for under representation
- Make recommendations for improving recruitment plan to address under representation
- Forwards the Job Code I.D. # on a Process Summary form to hiring unit

UIC

SEARCH PROCESS SUMMARY

OFFICE FOR ACCESS AND
EQUITY (M/C 602)
The University of Illinois at Chicago
(312) 996-8670

The summary reviews the search process before finalists are interviewed. Approval authorizes the unit to hire any of the names appearing on the finalist list without further review by OAE. No interviews may be conducted of candidates for any academic or professional appointment for 50 percent or more time until the procedures on this form have been approved by a campus affirmative action officer. Human Resources will process appointment papers only if name of appointee appears as a finalist or the search has been waived.

EEO/AA Job Code No. **08-25-60-0218**

Coll/Dept. Code 0218 **(Job id#12345)**

Position Title/Rank **Faculty position** Department _____

Proposed Salary or Salary Range _____ Tenure Symbol _____ Proposed Appointment Date _____

A. Specify any changes in the search process (i.e., advertising content or dates, search committee, number of hires) that may have occurred since submitting the Position Notice.

B. Total number of applicants for this position; _____

Male _____ Female _____ Unknown _____


All applicants have been sent EEO Information Request form and statements informing them of their rights under the Rehabilitation Act of 1973 and the Vietnam Era Veterans Readjustment Assistance Act of 1974? Yes ___ No ___

C. Naming the Finalist Candidate Pool.

FINALIST(S)

HIRE(S)*

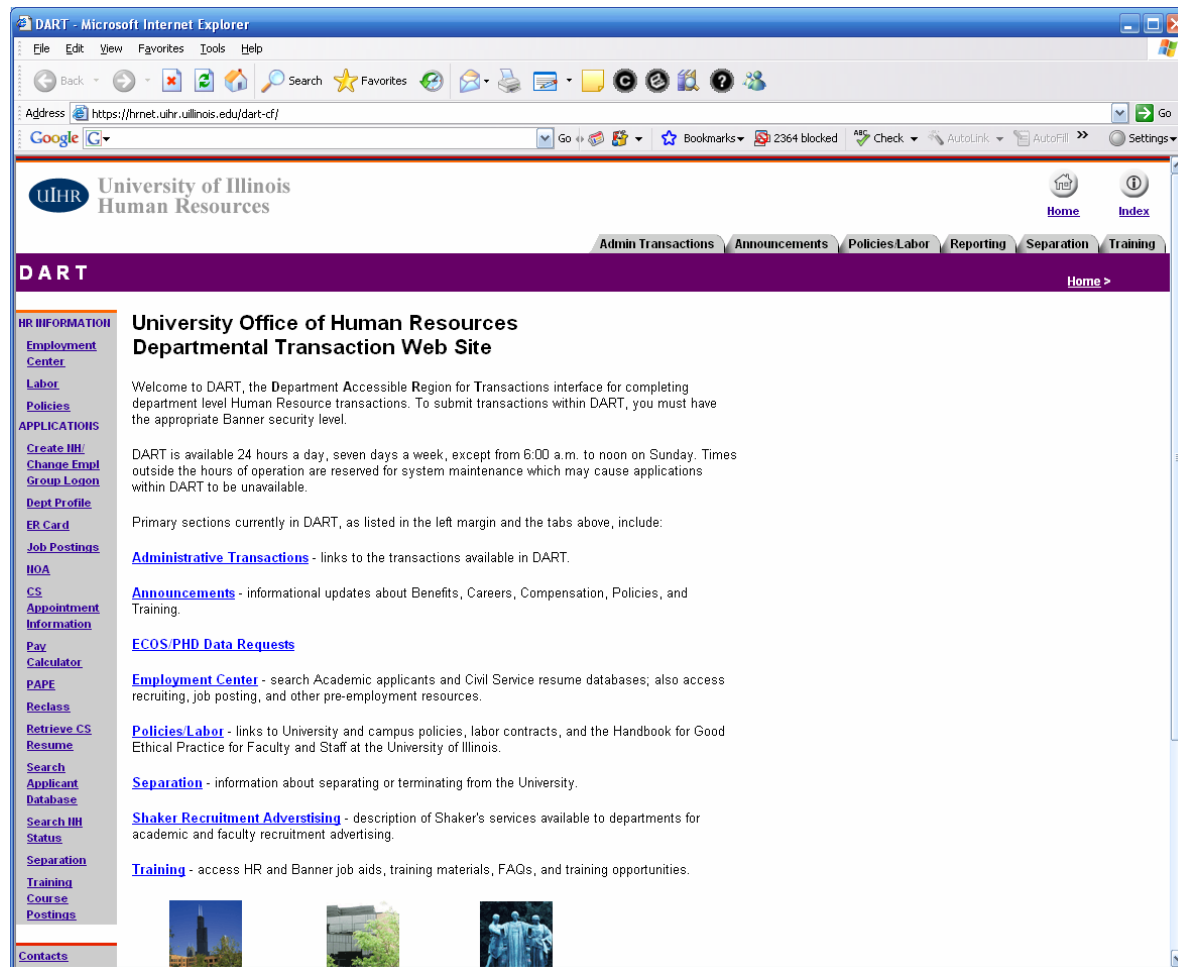
Name	Gender	Race/Ethnic	Highest Degree	Recruitment Source	Gender	Race/Ethnic	Salary



Hiring unit proceeds to post the position through ads, etc. and solicits candidates

- Announcements
- Contacts
- Must have UIC on-line posting
- Follow the plan approved by OAE and retain documentation

To enter a faculty position to the Employment Center, go to the University of Illinois Human Resources Web site and click on the DART link (<http://www.uic.edu/depts/hr/>).



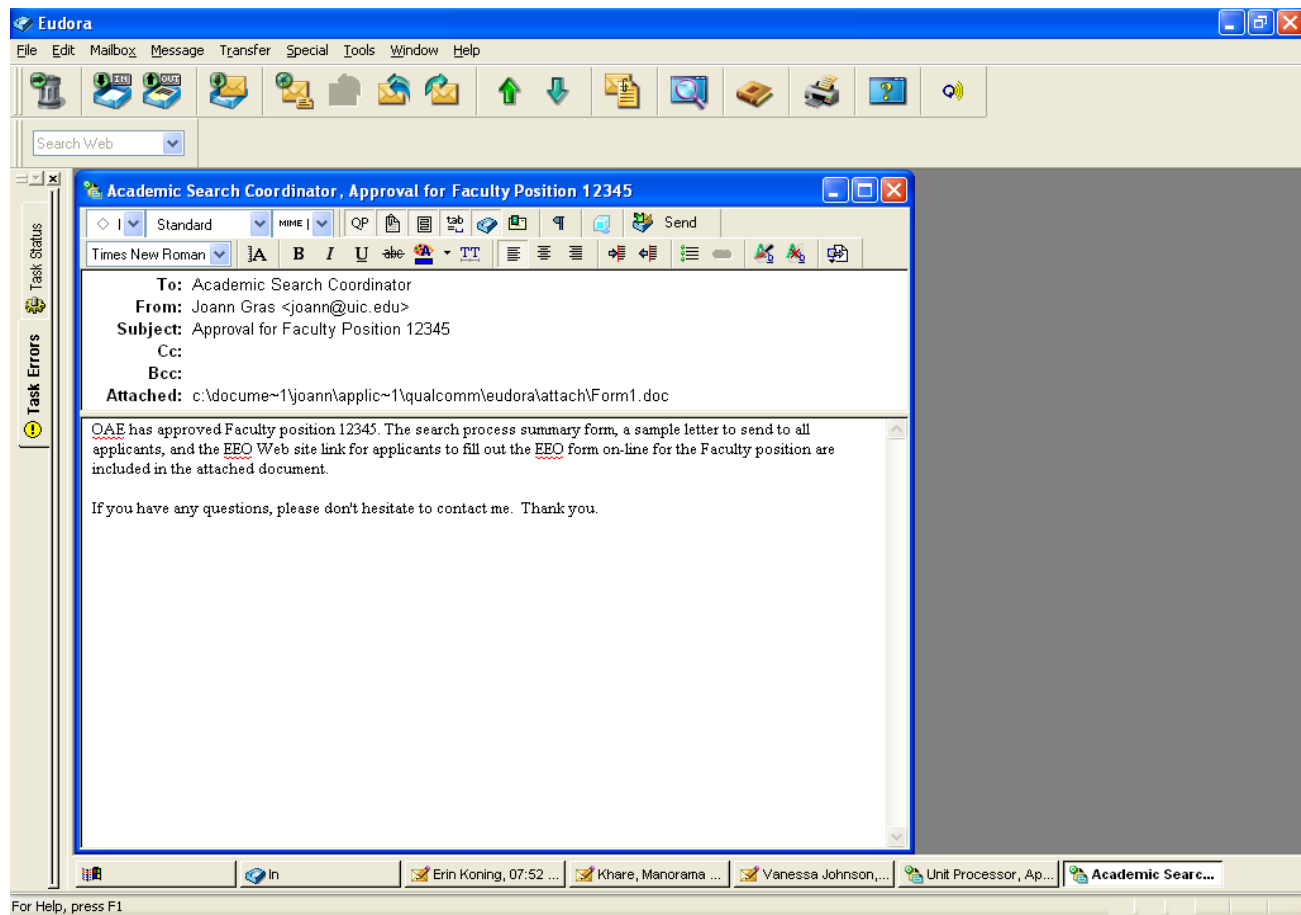
- In DART, click on the Employment Center
- Next, go to the “Job Posting” link.
- You then will be prompted to log in through Blue Stem using your netID and password.
- At the “Job Posting Login Page,” you will enter your Campus Code, Organization Code, and select the HR Campus name
- Click on the “Add” Job Posting link.
- The “Add a Job Posting” page will appear; select and enter the Faculty position information.
- Enter the Unit information.
- Select the appropriate box for Faculty indicating whether it is a Faculty only appointment or an Academic Administrator position with a required Faculty appointment.
- Enter the Faculty position information.
- Enter the Contact Information.
- Click on “Submit.”
- The “Job Posting Confirmation Page” will appear with the information you have entered.
- Click on “Submit.”
- The “Job Posting Page” will appear indicating the job posting has been completed and will be processed to appear on the Employment Center.
- Click on “Exit.”

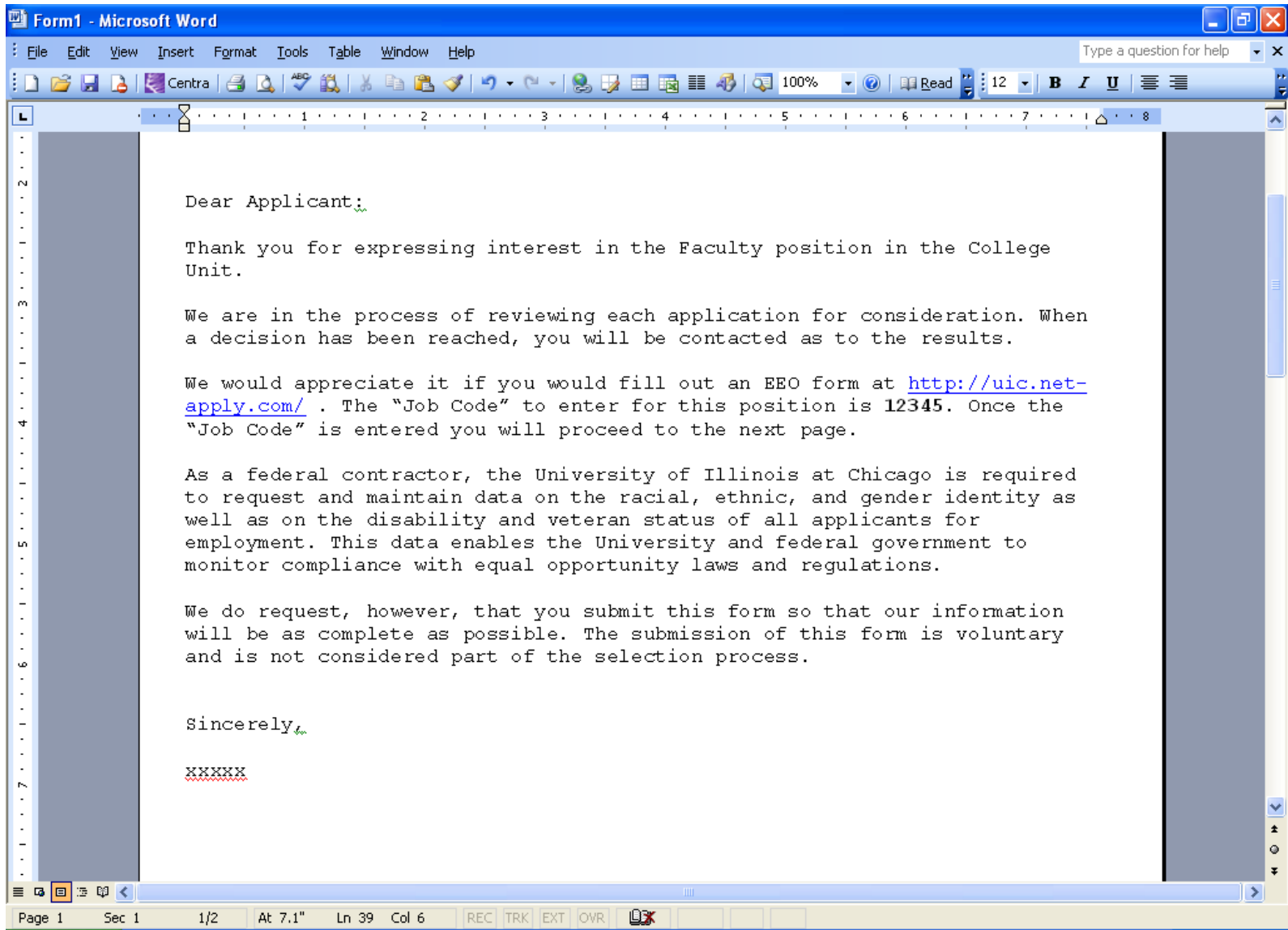


Critical Stage #2: Hiring Unit requests applicants to complete EEO form

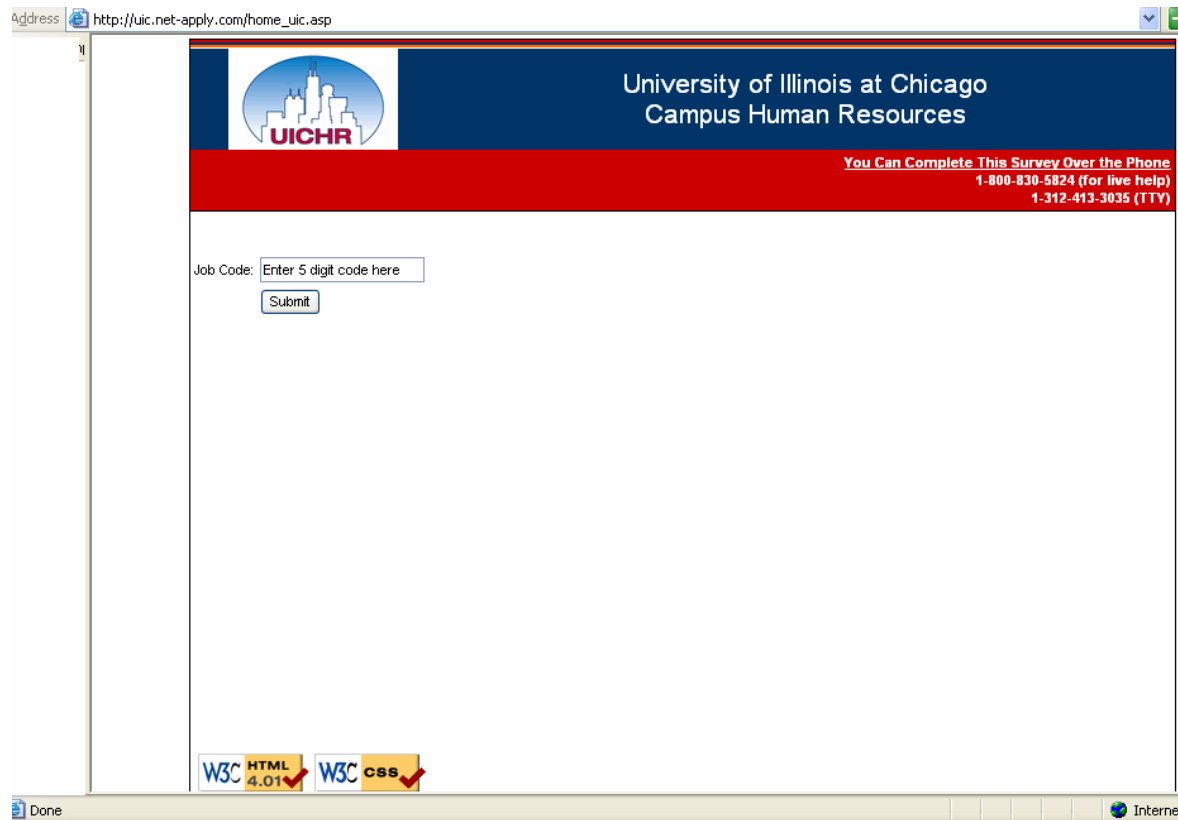
- Again, this stage connects to other parts of the search process
- Not only is it “good etiquette” to applicants, it is required by federal law
- We try to make it as easy as possible for the hiring unit


Once your Position Notice position is approved by OAE, the Academic Search Coordinator will receive an email from OAE with an attached document including a sample letter to send to all applicants, the search process summary form, and the EEO Web site link for applicants to fill out the EEO form on-line.





EEO Web Site (<http://uic.net-apply.com/>) link is below. To access the Web site, the applicant must use the 5-digit Job ID.



Address  http://uic.net-apply.com/register.asp?oid=UIICEJ5890195&xid=15422



University of Illinois at Chicago Campus Human Resources

You Can Complete This Survey Over the Phone
1-800-830-5824 (for live help)
1-312-413-3035 (TTY)

1. Contact

**2. EEO
Questions**

Equal Employment Opportunity Information Request

First Name (Required):

Last Name (Required):

Email (Required):

Retype Email (Required):

Email Format:

Continue

Done

Internet



University of Illinois at Chicago Campus Human Resources

You Can Complete This Survey Over the Phone
1-800-830-5824 (for live help)
1-312-413-3035 (TTY)

1. Contact

**2. EEO
Questions**

Equal Employment Opportunity Information Request

As a federal contractor, the University of Illinois at Chicago is required to request and maintain data on the racial, ethnic, and gender identity as well as on the disability and veteran status of all applicants for employment. This data enables the University and federal government to monitor compliance with equal opportunity laws and regulations.

Please complete this form. Submission of the information requested is voluntary and failure to provide it will not affect your application for employment. We do request, however, that you submit this form so that our information will be as complete as possible.

1. Gender

- Male
- Female

2. How did you learn about this opening?

- Professional Conference
- Professional Contact
- Professional Journal Publication
- Personal Friend
- Job Posting
- Local News Ad
- The Chronicle of Higher Education
- Other (specify below)

3. If you heard about this opening from another source, please enter that source here:

4. Racial/Ethnic Data (check one only)

- American Indian or Alaskan Native. Persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
- White, not of Hispanic origin. Persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- Black, African American, not of Hispanic origin. Persons having origins in any of the black racial groups of Africa.
- Asian or Pacific Islanders. Persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands, Korea, the Philippine Islands, and Samoa.
- Hispanic/Latino not of European origin. Persons of Mexican, Puerto Rican, Cuban, Central and South American Spanish-speaking cultures. (specify below)

5. If you specified Hispanic/Latino as your racial/ethnic background please select one of the following:

- Mexican American
- Puerto Rican
- Other (specify below)

6. If you specified 'other' as your racial/ethnic background please enter description here:

7. Veteran Status & Disability (check if applicable)

- Disabled Veteran. Any person entitled to compensation by the Department of Veterans Affairs.
- Vietnam Era Veteran. Any veteran of the Armed Forces who served on active duty for at least 181 days, any of which occurred between August 5, 1964 and May 7, 1975, was not dishonorably discharged, or was released sooner because of a service-connected disability.
- Person with disability. Disabled person is defined as any individual who has a mental or physical impairment which substantially limits one or more major life activities, has a record of substantially limiting impairment, or is regarded as having such an impairment.

8. Will an accommodation be needed for a scheduled interview?

- Yes
- No

Go Back

Continue

Address  http://uic.net-apply.com/register_end_uic.asp?oid=UICEJ5890195



University of Illinois at Chicago Campus Human Resources

You Can Complete This Survey Over the Phone
1-800-830-5824 (for live help)
1-312-413-3035 (TTY)

Thank you for providing your information.

Critical Stage #3: OAE Approval of Search Process Summary form must be done before starting the interview process

Form1 - Microsoft Word

File Edit View Insert Format Tools Table Window Help

Type a question for help

Centra 100% Read 12 B I U

1 2 3 4 5 6 7 8

UIC **SEARCH PROCESS SUMMARY** **OFFICE FOR ACCESS AND EQUITY (M/C 602)**
The University of Illinois at Chicago
(312) 996-8670

The summary reviews the search process before finalists are interviewed. Approval authorizes the unit to hire any of the names appearing on the finalist list without further review by OAE. No interviews may be conducted of candidates for any academic or professional appointment for 50 percent or more time until the procedures on this form have been approved by a campus affirmative action officer. Human Resources will process appointment papers only if name of appointee appears as a finalist or the search has been waived.

EEO/AA Job Code No. **08-25-60-0218** Coll/Dept. Code **0218 (Job id#12345)**

Position Title/Rank **Faculty position** Department _____

Proposed Salary or Salary Range _____ Tenure Symbol _____ Proposed Appointment Date _____

A. Specify any changes in the search process (i.e., advertising content or dates, search committee, number of hires) that may have occurred since submitting the Position Notice.

B. Total number of applicants for this position; _____
Male _____ Female _____ Unknown _____

All applicants have been sent EEO Information Request form and statements informing them of their rights under the Rehabilitation Act of 1973 and the Vietnam Era Veterans Readjustment Assistance Act of 1974? Yes ___ No ___

C. Naming the Finalist Candidate Pool.

FINALIST(S)					HIRE(S)'		
Name	Gender	Race/Ethnic	Highest Degree	Recruitment Source	Gender	Race/Ethnic	Salary

Page 2 Sec 1 2/2 At 1.9" Ln 4 Col 91 REC TRK EXT OVR



What is it? What does it do?

- Did the department do what they said they were going to do in the Position Notice?
- Did they solicit EEO info from applicants?
- Did they evaluate candidates for meeting the stated minimum qualification posted for the position?



Triggers the Offer and Appointment Process

- Any name on the list that department has certified has the qualifications for the specific position can advance to the appointment process without further review by OAE
- Congruity with appointment terms and Process Summary is required



Wrap Up

- Once the decision to hire has been made and the offer accepted, notify OAE of the selected candidate
- Is this position eligible for funds under the Under Represented Faculty Program (URFP)
- Proceed with appointment process



A Few Pointers...

- When opening a position, do not box yourself in...”faculty rank commensurate with experience and achievements”, “reviewing of candidates starts (date) and will continue until position/s is filled”, “for maximum consideration apply by...”
- Consider maintaining a running pool allowing for continual solicitation of candidates



URFP: Eligibility Criteria

- Is the faculty hire for a tenured or tenure track position?
- Is the selected faculty member African-American or Latino?
- If yes to both questions, proceed to seek funding from the Vice-Provost for Faculty Affairs

Are URFP funds available for hiring of women and Asian-Americans?

- Answer: Maybe. They must be under represented in the department according to the formula below.
- Current Representation in the dept must be less than the Available pool which must be less than the Target goal of the student population.
 $C < A < T$
- Target goal is $\frac{1}{2}$ of the UIC student population of the particular group. Women students=56%, Asian Americans= 22%

C<A<T: Illustration for woman Asst. Prof. in Dept X

- Dept X employs 20 tenured and tenure track faculty members, 2 of whom are women = 10% (C)
- According to AAU, the available pool of women faculty in this field = 20% (A)
- $\frac{1}{2}$ of UIC female student population = 28%(T)
- Is C<A<T met?

... The Offer Stage

- Draft Offer Letter:
 - Assistant Professor, Tenure-Track
 - Associate or Full Professor, Tenured
 - Associate or Full Professor on a “Q” contract
 - Faculty w/Major Administrative Appointment
- Who should make the offer?



Crafting the Offer Letter....

■ The Basics

- Effective Date**
- Position/Faculty Title**
- Appointment Percent and Salary**
- Tenure/Tenure-Track/Percent**
- Service Basis**
- Benefits Eligibility**
- Contingent on Board of Trustees Approval**

Additional Considerations When Crafting the Offer Letter...

- Initial Partial Term Appointment/Tenure Probationary Form
 - This form should be completed for any tenure-track hire who starts after the eighth week of the academic year (August 16th).
 - It identifies whether or not the faculty member wants to count their first partial year of service toward their tenure clock.
 - The department head or chair should counsel the prospective faculty member as to the impact of choosing to count or not count this partial year as it has implications for when the faculty member will be reviewed (mid-probationary) and when they will be submitting their application for Promotion and Tenure.

Additional Considerations Continued...

- Is this a joint appointment? If so the letter should be signed by both departments/colleges.
- Is a summer appointment (applies to 9-month appointments only) preceding the academic year appointment?
- Are there any courtesy faculty appointments being offered by other departments?
- Is this offer being made at the assistant professor level? If so, the new hire must have received their terminal degree prior to the effective date of the appointment.
- Are there any administrative appointments being offered? There are a number of administrative appointments that require prior Provost and/or Board approval.

For Your Reference

■ Sample Offer Letters

- Assistant Professor, Tenure-Track (9-month service)
- Assistant Professor, Tenure-Track/Initial Partial Term (9-month service)
- Assistant Professor/Physician Surgeon, Tenure-Track (12-month service)
- Associate Professor, “Q” Contract (12-month service)
- Professor, Indefinite Tenure (9-month service)
- Faculty w/Major Administrative Appointment (12-month service)
- Faculty Hire w/UFRP Funds (no departmental support funds)
- Faculty Hire w/UFRP Funds (with departmental support funds)

Offers Not Requiring Prior Approval

- For the offers listed below, prior approval is not required and the offer can be made. However, an offer packet (offer letter, CV, Tenure Probationary Form, if applicable) should be forwarded to FAHR with the other initial hire papers.
 - Assistant Professor, Tenure-Track, w/Salary in Range
 - Associate or Full Professor on an Initial 3-Year “Q” Contract. A “Q” contract allows the hire of a new associate or full professor, non-tenured, on an initial term, or “Q” appointment, for as long as three years. In unusual circumstances and prior to the final review year, a “Q” appointment may be renewed for up to three additional years with the approval of the Provost. Further information on “Q” contracts is available in the Faculty Handbook.

Additional Approval Requirements for Faculty/Administrative Appointments (Approval by the Chancellor, Provost and/or Dean of Graduate College)

- Unit executive officers, i.e., heads, chairs, directors of major units or schools (these appointments will generally be associated with a tenured faculty appointment)
- Other major administrative appointments reporting to deans (e.g., associate deans, directors, etc.) in conjunction with a tenure-track or tenured faculty appointment
- Directors and other administrative appointments reporting **directly** to a Vice Chancellor or the Provost
- Faculty appointment (internal and external offers) when granting tenure whether or not the prospective employee held tenure at previous institution
- Faculty appointment (non-tenured and tenure-track) with a salary outside the normal range for that rank and discipline



Chancellor's Briefing Document (CBD)

- What is it?

- The Chancellor's Briefing Document is a tool used by the Office of Faculty Affairs Human Resources to prepare the Provost and the Chancellor for questions that may arise during the review and approval of the appointment(s) by the Board of Trustees.

- When is it required?

- Associate and Full Professor w/indefinite tenure
- Any Faculty w/ a Major Administrative Appointment

CBD Continued

- What information is required and why?
 - Position(s) being offered and the terms of offer, e.g., percent time, salary, service basis, tenure, etc.
 - Former Position(s): This should reflect their most recent position whether an outside hire or an internal offer change.
 - Education: Include degree, year issued, institution, city and state (country if an international hire).
 - Search: Required/Not Required. If a search was conducted, the full search job code number should be listed.

CBD Continued

- Comparable Salary Data: This should include external salary data that is comparable to the rank/position being offered. Internal data can be added if applicable. Departments/colleges should be using the most recent salary survey applicable to the discipline.
- Position/Salary Justification: Additional justification should be bulleted to support the salary range and the need for the position (if administrative).
- If any of the above information is not current on the faculty member's CV, the hiring unit is responsible for gathering the up-to-date information at the time of submission of the CBD.

Submitting the Offer Packet for Prior Approvals

- Checklist for Offer Packets:
 - Draft offer letter
 - Current curriculum vitae
 - Chancellor's Briefing Document (CBD) including comparable salary data
 - If applicable, tenure approval by the Graduate College is required in the form of a "portfolio."
 - External reference letters for tenured appointments (3-5, but at least 3 are required)
 - Principle Administrative Position Exemption (PAPE): If required.
 - Search: Required/Completed/Waived

Offer Packet Routing....

- The department should forward the completed packet to their college for review and forwarding to the Office of Faculty Affairs HR (FAHR).
- Once received, FAHR will review and contact the college if questions on material submitted.
- Packet will be sent for Provost approval and once granted, a copy of the approved draft offer letter will be faxed/emailed to the college for the department to make the offer.

Offer Accepted.....

- Once offer is accepted, the hiring unit should notify their college, who will communicate with FAHR.
- If any terms of the appointment have changed from what was submitted by the department/college in the draft offer letter, a revised letter should be submitted. NOTE: This may require that the terms be re-approved.
- FAHR will prepare the biosketch for Board approval.
 - For offers which include administrative appointments, prior BOT approval is required. Therefore early notification to FAHR is encouraged. Otherwise the appointment will be “visiting” until the BOT approves the permanent appointment.
 - For faculty appointment offers only, the biosketch will be prepared and sent to the Board at the time the initial offer packet is sent to FAHR.
 - FAHR will notify the college once the formal approval is granted by the BOT.

Upcoming News...

- Faculty Handbook online.
- Multi-Year Contracts (MYC) available with the 2007-2008 Academic Year.
- Launching of the FAHR website is coming soon. This will include information on not only faculty appointment processing, but other HR-related matters. If you have ideas for content under FAQs for these processes, please email facultyaffairs@uic.edu.
- FAHR will be undertaking a full policy and procedures review project shortly.