

University of Oregon College of Arts and Sciences

Information about Recruiting New Faculty

A Resource Guide For Heads and Budget Managers

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Recruiting New Faculty

1) Beginning a Search

Approval from the dean is required before a search for a new tenure-related faculty member may commence. The formal announcement of the search approval process typically begins in April of each year, with a May deadline for departmental requests, followed by approval from the dean's office by early June. The department head should document the need for a new search, justify the level of appointment sought, and identify the source of funding. Matters such as specialization, appropriate rank and salary, term of appointment, possible setup costs, and space should be discussed before a search commences. In some instances, these discussions may involve offices outside the college (e.g., the library and the vice president for research).

After a search has been approved by the dean's office, the department submits a position description or advertisement, a list of possible members of the search committee, and a completed Notice of Academic Position Opening (NAPO) form delivered to the appropriate associate dean. The form can be found at the [Unclassified Personnel Services](#) website. In order to accommodate the potential hire of a foreign national for this position, the advertisement for the position must mention teaching as part of the job requirements. After dean's office approval, the NAPO is forwarded to the Office of Affirmative Action and Equal Opportunity and the Office of Academic Affairs before being returned to the department. The search may proceed as soon as the Office of Academic Affairs returns an approved NAPO.

2) Conducting a Search


Women and minorities should be represented on search committees. The dean's office can assist departments with such representation upon request by appointing a qualified faculty member from a related department. A representative of the Office of Affirmative Action and Equal Opportunity should attend the organizing meeting of the search committee or, if appropriate, meet with the entire department to discuss affirmative action procedures. The department should check with the Office of Affirmative Action and Equal Opportunity to determine if certain groups are underutilized in the department prior to beginning a search. More information can be found at the [Affirmative Action and Equal Opportunity Office](#) website.

All tenure-related positions are advertised nationally in professional employment bulletins and, where appropriate, bulletins of special minority and women's groups.

3) **Campus Visits**

Before visitation arrangements can be made with prospective candidates, two copies of the candidate's curriculum vita, letters of recommendation, and recommendations of the department head must be forwarded to the appropriate associate dean. Campus visits are scheduled for candidates only after prior consultation with the associate dean.


a. Funding Procedures.

The College of Arts and Sciences supplements departmental funds by \$1,400 for [campus visitations](#)  per authorized tenure-related search. In addition, for each authorized tenure-related search in the humanities or social sciences, funds to help defray other search expenditures will be transferred to the corresponding departmental index: \$1,000 for the first authorized search and \$500 for each additional approved search. In many cases these funds will be used to help cover travel costs incurred by faculty members who interview candidates at a national meeting. In other cases where departments do not rely as heavily on national meetings for recruiting, the funds may be used to support trips to campus for additional candidates beyond the usual number of two. No additional funds will be provided for recruitment-related administrative travel. Any unexpended funds, such as funds left over from a department head's trip to interview at a national meeting, may be used at the department's discretion (e.g., for reimbursement of dining and other appropriate expenses incurred when candidates visit campus.)

b. Campus Interviews.

Each candidate who visits campus must be interviewed by the appropriate associate dean. In addition, candidates for an appointment for which a tenure review is anticipated in the first year of the appointment may also be interviewed by the dean and provost. In these cases, departments should begin preparing a regular tenure file, including teaching evaluations and external reviews from individuals other than those writing letters of recommendations for the initial hiring decision.

4) **Choosing the Finalist and Affirmative Action.**

If the Office of Affirmative Action and Equal Opportunity has determined that certain minority groups and/or women are underutilized in a department and if representatives of these groups are included among the set of finalists, then the best qualified of them shall be chosen, unless it is determined that some other candidate is demonstrably better qualified for the position or that no candidate is adequately qualified. See [UO Policy Statement 3.140, Personnel Practices: Faculty Recruitment, Selection](#) .

5) **Preliminary Negotiations with the Finalist**

Department heads play a key role in preliminary discussions regarding the details of an offer to a candidate. However, the department head should emphasize to the candidate that these discussions are preliminary. *Details of the offer, including salary, startup funds, and space assignments, should not be discussed with the finalist until an agreement has been*

reached with the appropriate associate dean concerning the terms of the offer. A formal Notice of Appointment and Contract can only be issued by the provost's office. Keeping this precautionary note in mind, department heads typically address a variety of issues during these preliminary negotiations. The following is a summary:

6) Informal Offer Letters

As noted above, the formal Notice of Appointment and Contract is issued by the provost's office. However, most departments and programs send informal offer letters to their prospective faculty members that summarize a variety of negotiated arrangements. Informal offer letters need to be approved in advance by the Associate Dean who will consult with the Vice Provost for Academic Affairs. These letters should state clearly that the offer is informal but contain the details of the formal offer that will be extended by the provost.

EXAMPLE: "I am writing with details of an informal offer of employment. . . . The formal offer of appointment will come from the provost within the next 3 to 4 weeks."

It often helps to verbally assure the candidate that the informal offer has been cleared with the dean's office. Major areas commonly covered by the informal offer letters are as follows:

- Terms of appointment, including

- Academic year dates (**September 16 – June 15**)

- General and specific expectations of teaching, research, and service

- Major or midterm review dates (must be approved by the dean's office in advance)

- Tenure review dates (must be approved by the dean's office in advance)

- Any special salary arrangements

- Research support, including

 - Negotiated start-up funds, including remodeling funds

 - Summer support

 - Reference to new faculty award - as appropriate (make sure to omit this in the many cases where new faculty are receiving other start up funds)

Example: You will receive a New Faculty Award in the amount of \$7,500. \$2,000 of this award must be used on research-related expenses; the remainder could be used as summer salary.

- Equipment funds – Through the CAS IT program, the College provides new faculty who have not received other start up funds with a computer and printer of their choice, including the appropriate software, up to a cost of \$2,500.

- Library acquisition funds, if applicable.

Departmental travel funds
Reference to ASA accounts
Special space arrangements
Allowance for moving expenses

Please note that the Oregon University System (OUS) has established detailed rules regarding allowable and non-allowable moving expenses. Some of the allowable moving expenses are taxable and reimbursement will be paid through payroll and reported to the IRS. Departments should consult the guidelines published by OUS. Please note that departments must obtain prior approval to disburse money for moving expenses from general funds.

7) Insurance and Retirement Benefits

Current information regarding insurance and retirement benefits for new hires can be found at the following website: <http://odt.uoregon.edu/neo/benefits>

Instead of quoting information which may be outdated by the time the employee arrives on campus please refer them to the above website or to the following people in Human Resources for more specific details:

Benefits Administrator	541.346.2967
Benefits Coordinator	541.346.2956
Benefits Specialist	541.346.3086

Human Resources staff members are also willing to meet with candidates during the campus visit.

8) Hiring Tenure related or Career NTTF Non-Residents

After the offer is accepted the department must start two separate processes:

1. Contact the office of International Affairs as soon as possible to arrange for an H-1 B visa <http://international.uoregon.edu/index.php/faculty-scholars/h1b-faculty>
2. Contact Unclassified Personnel Services to begin application process for labor certification and permanent residency. Ext. 6-2002

Please note that the **completed paperwork** for this process must be filed by Unclassified Personnel Services with the Department of Labor (DOL) within 18 months of the Academic Affairs official contract offer date, not the start date of employment. There are no extensions granted for this deadline and failure to meet the 18 month filing deadline will

most likely force your department to conduct a new recruitment process for this position. After the employee is granted labor certification the employee files for a “green card” (permanent residency) with the International Affairs office. This process can take **2 - 3 years to complete** and since H 1-B visas are limited to a total of six years, departments must move quickly to ensure that there is sufficient time to complete the process.

Institutions of higher education are entitled to apply for labor certification using a category for college professors in long term teaching positions. At the UO we use this category for tenure-related positions. However, in order to qualify for this category, the **recruitment ad for the position must mention teaching** as part of the job requirements. The ad becomes the basis for the entire labor certification and permanent residency qualification process.

After the labor certification is approved by DOL, the international faculty member needs to meet with the Director of International Student and Scholar Services at International Affairs to discuss the permanent residency application process.

9) Salary Increase Eligibility for New Tenure-Related Faculty

Newly recruited tenure related faculty are generally eligible for salary increases in the second year of their employment with the University of Oregon. To avoid confusion and misunderstandings arising from any mid-year faculty salary increases during the first year of the newly recruited faculty members’ employment, the Request to Offer Academic Staff Appointment should include the statement

“Eligible for salary increases starting 9/16/(hire year + 1)”

in the “Contract Comments” section. In some cases there are good reasons to exempt a new faculty member from this general rule. Such exemptions must be negotiated in advance with the approval of the appropriate Associate Dean and must be noted on the Request to Offer form.

10) Tenure Related Faculty without Terminal Degree

In a number of cases, tenure related faculty are being recruited before they have received their terminal degree. The initial tenure related contract and transmittal letter will then include reference to that fact that the rank of the prospective faculty member will include the modifier “Acting” which will be removed provided the faculty member completes the degree before the actual start of the contract.

On those occasions when the terminal degree has not been completed by the start of the contract and newly recruited assistant professors arrive on campus without their terminal degree in hand, the department must submit a revised Request to Offer form. A one year non-renewable contract will then be issued by the Provost’s Office allowing the new faculty member one-year to complete their terminal degree to continue employment beyond the first year. Such action will also postpone the start of the probationary period toward tenure.

For exact language and further details please refer to the attached university policy statement *3.140 Personnel Practices – Academic* (**Attachment # 1**)

11) Probationary Period toward Tenure

Tenure-related assistant professors typically receive an initial three year contract. This contract is renewable once, with the renewal's duration running until the completion of the tenure process (usually in the sixth year of service). In cases involving probationary periods of less than six years, the following conditions apply:

- Contract end date cannot extend beyond the anticipated tenure year
- Length of the initial tenure-related contract and timing of midterm review depend on number of years negotiated as credit toward tenure
- Initial contract will explicitly state the timing of the midterm review, except for contracts with probationary periods of less than three years when no midterm review is required
- Renewal of tenure-related contract is possible only after major review and vote of appropriate faculty members and approval by the Dean.
- Length of renewal contract after successful midterm review depends on number of years of credit toward tenure in effect after the review
- Originally negotiated number of years of credit toward tenure can be lowered upon written request by the faculty member and must be formalized by a revised contract

Official Leaves of Absence - Unpaid leaves of absence for full-time faculty members do not count toward the probationary period, unless specifically requested and approved by the dean's office and the Office of Academic Affairs. For full-time faculty, partial-year leaves or partial FTE leaves do not affect the probationary period. However, paid leaves of absences will count toward the probationary period. For further details please refer to the "Clarification of Policy Regarding Leaves and the Tenure Clock". (Attachment #2)

12) Renewal of Tenure Related Contracts and Timing of Reviews

A thorough review of an untenured assistant professor's performance at the university is **typically** conducted in the third year of service. For tenure-related faculty members starting their employment with credit toward tenure, the review will take place prior to the renewal of their contract. In all cases the intended timing of this review must be specified in the "Contract Comments" section of the Request to Offer form: Major review to take place in 2xxx/xx

Whatever the particular circumstances, a request to renew a tenure-related appointment must be accompanied by, and will be approved only after, a review conforming to the

guidelines of the major review has been conducted. This should include the tally of the vote of the appropriate departmental or program faculty or relevant committee.

13) Prior Credit for scholarship, teaching, and service at another institution.

Sometimes an offer is made to a candidate who already has teaching and service experience and published scholarship while employed at another institution. A department may agree to grant prior credit of anywhere from one to five years and the candidate's accomplishments elsewhere are considered as a full part of the record for tenure and promotion if the candidate applies for tenure and promotion at the agreed upon time. This candidate will always have the option of waiting until the sixth year of hire for a tenure and promotion review. In such a case, however, previous publications will be given a significantly lower status in evaluation of the scholarly record and evidence of ongoing and new scholarship undertaken during employment at the University of Oregon will be required. A candidate with previous employment at another institution may choose to begin the tenure clock at year one with the understanding the previous publications will have a lower status in evaluation of the scholarly record and that significant new research will be expected.

In all agreements as to prior credit, the department head must consult with the Associate Dean and submit the letter to the Dean's Office for approval.

Here is an *example* from a sample letter to a candidate who would receive two years prior credit:

<<Since we have agreed that you will be given credit for two years of prior teaching, research, and service, you will receive an initial two-year contract (through 6/15/20xx). In the second year there will be a major review to determine the quality of your work and your progress toward the compilation of a successful case for promotion and tenure. Given a positive review your contract will be renewed for two more years, with the tenure review occurring in the academic year 20xx-20xx. A decision regarding promotion to associate professor with indefinite tenure will be required by 6/15/20xx. Scholarship that you have published prior to your arrival at the University of Oregon will be considered as a full part of the record of scholarship for tenure and promotion. There is an expectation that you will be engaged in ongoing and new scholarship as an Assistant Professor of XXXXXXXXXXXXXXX in your area of specialization once you join the department.

Should you decide to delay consideration for promotion and tenure until the sixth year (and you may choose to do so), you should be aware that scholarship that appeared prior to your arrival at the University of Oregon will not be of equivalent weight to your accomplishments here.>>

14) Tenure for New Hires

A new faculty member who was tenured elsewhere but expects to be tenured immediately at the University of Oregon must still undergo the regular tenure review process. The case for tenure should be prepared identically to any other case but with special care in two areas:

- significant and substantial evidence of teaching excellence
- appropriate external peer review of the candidate

For both teaching and external letters, the time needed to gather adequate data and thorough reviews must be taken into account as the department works with the candidate and others to complete this process. In order to maximize the chance for a decision to be reached effective September of an academic year, the completed file must be submitted to the College of Arts and Sciences no later than March 15 of the previous academic year. Files submitted later than March 15 will be reviewed during the following fall term for a decision by December 15. In order to meet a December 15 decision goal, the completed file must be submitted to the College of Arts and Sciences by October 1.

15) Dual Career Policy & Faculty Fellowship Program

In 2005, the University instituted a ***Dual Career Policy***, in recognition that many faculty members have spouses or partners with a Ph.D. who are also seeking a tenure-track appointment at the University. Under certain circumstances, the Provost's Office will consider contributing 1/3 to 1/2 of the necessary funds for this partner hire for a period of three years, if no appropriate position is immediately available in the hiring department or program. At the end of this three-year period, the hiring unit of the partner typically will assume full financial responsibility for the partner hire.

One-time ***Faculty Fellowships*** are available to partners of newly hired tenure related faculty members. Faculty Fellowships carry a stipend of \$10,000 and, in some cases, academic rank. The cost of the fellowship is born 2/3 by the Provost's Office and 1/3 by the host department. Considerations for faculty fellowships should be negotiated well in advance of the faculty member's arrival on campus. Please refer to **Attachment # 3** for additional details.

16) UO Underrepresented Minority Recruitment Funds (UMRP)

Underrepresented minority recruitment funds are available to support program development and enrichment as part of a strategy to recruit minority faculty members who are U.S. citizens and underrepresented in a particular program. Funds in the amount of \$90,000 spread evenly over three years are made available to the college in support of a department following the successful hire of a qualifying tenure related faculty member. Up to \$10,000 is made available following the successful hire of an eligible visiting faculty member.

The specific criteria for the funds are explained in **Attachment # 4** (see Unclassified Personnel website: <http://ups.uoregon.edu/node/69>).

This program is administered by the Provost Office. Subject to approval by the dean, and according to the guidelines expressed in the document on the Academic Affairs website, the uses of these funds may include bridging salary, research support and materials, equipment, speakers and colloquiums, travel, and graduate research assistance. Any plan should be discussed with the associate dean before it is submitted. To secure minority recruitment funds, departments should submit a completed nomination form to the college at the time the department is prepared to make an offer to its preferred candidate and has so communicated this intent to their academic dean. It will then be forwarded to the provost's office for approval.

17) Courtesy Appointments

Recommendations for courtesy appointments should be accompanied by a vote of the department faculty (or committee). To initiate a courtesy appointment, the department head should send an Unpaid Appointment form describing in the remarks section the appointee's proposed service to the department and university, the results of the department vote on the appointment, the name of the faculty sponsor, and the sponsor's individual recommendation, accompanied by the candidate's current curriculum vitae. The provost will issue a letter of appointment, and a faculty ID card will be authorized. For more information, visit the [Unclassified Personnel Services](#) website.

Attachment # 1 - Hiring Tenured Related Faculty without Terminal Degrees

[Home](#) › [UO Policy Statements by Category](#) › [02.01 - Personnel](#) ›

Tenure: Hiring of Tenure-Related Faculty Without Terminal Degrees

Policy Statement:

If, at the time of the initial hire, the faculty member has not been awarded his or her terminal degree, the individual shall be issued a tenure-related contract using the rank modifier "Acting". The transmittal letter shall contain the following paragraph:

"It is anticipated that you will have completed the requirements for your **[degree name]** degree and will be able to provide this office with a statement or certification from the granting institution of the completion of the degree requirements prior to September 16, **[start first year]**. (This institution will accept the statement or certification in lieu of actual conferral in recognition of the fact that in some instances actual conferral can be delayed.) The "Acting" designation will be removed upon completion of the **[degree name]** requirements. Should completion of the requirements not occur by September 16, a one-year, fixed-term contract will be issued to you for the period of September 16, **[start first year]**. Continuation of this appointment beyond June 15, **[end first year]** is contingent upon actual conferral of the degree by **[end first year]**."

The following statement shall be included on the initial contract:

"Continuation of this contract beyond the end of the first academic year is contingent on receipt of the **[degree name]** degree by **[date of end of the end of the first year of the contract]**. The "Acting" designation will be removed upon completion of the **[degree name]**."

If the individual completes the degree requirements and is issued a certification or statement of completion, the tenure-related contract remains in place. Should an individual who is issued the one-year fixed-term contract receive the degree during the first academic year, and upon the recommendation of the department and the dean, a tenure-related contract with a start date of September 16, of the second academic year will be issued, and the tenure clock will commence effective that date.

Reason for Policy:

To establish the terms and conditions of appointment for tenure-related faculty who have not completed their terminal degree. The proposed action is consistent with the desires to ensure that teaching faculty holding the rank of Assistant Professor actually possess a terminal degree, and that the tenure clock for Assistant Professors not start until they have received their terminal degrees. On occasion it is both necessary and appropriate to extend offers of appointment to prospective faculty before they have formally received their terminal degree. In most cases this involves hiring of the new faculty member in the spring followed by awarding of the degree at the end of spring or during the summer. Although many successful examples of this process exist, there are cases in which faculty have been hired into tenure-related positions and have subsequently had conferral of their degree delayed.

Reviewed and Approved By:

President's Staff

Date: 09/08/1999

Issued by:

President

Date: 09/08/1999

Revision History:

02/08/2010 Policy number revised from 3.140 to 02.01.14

<http://policies.uoregon.edu/policy/by/1/03000-human-resources/hiring-tenure-related-faculty-without-terminal-degrees>

Attachment #2 - Policy Regarding Leaves and Tenure Clock

MEMORANDUM

TO: Deans and Department Heads
FROM: Lorraine G. Davis, Vice Provost for Academic Affairs
DATE: December 28, 1999
SUBJECT: Clarification of Policy Regarding Leaves and the Tenure Clock

.....

I write to clarify the university's policy regarding official leaves of absence and the impact of such leaves on the probationary period (tenure clock) for untenured regular faculty. Indefinite tenure may be awarded to faculty employed on appointments of .50 FTE or more. Some confusion has arisen in the past about the length of the probationary period, and how leaves affect the timing of the promotion and tenure review and the deadline for making the tenure decision.

A faculty member on a part-time appointment of .50 FTE or more has a probationary period defined on the basis of FTE years rather than calendar years. The tenure review is conducted during the year in which the faculty member has accumulated then equivalent of six years of full time service. When tenure is awarded for such faculty, the tenure relates only to the FTE level specified in the notice of appointment for the year indefinite tenure is to become effective (OAR 580-021-0105).

In contrast, full-time faculty are awarded indefinite tenure at 1.0 FTE, and their probationary period is based on calendar years rather than FTE years. The confusion has arisen when full-time faculty have taken a leave of absence for less than a full academic year, or have temporarily reduced their FTE during an academic year. In some cases, the assumption has been made that the probationary period would automatically be extended based on the annual FTE. Because the probationary period for full-time faculty is based on calendar years (not FTE years), this assumption is not correct. Extensions for regular, full-time faculty may only be granted for a full year.

An official leave of absence, such as leave without pay, for a regular, full-time faculty member may or may not result in a one-year extension of the probationary time period (stopping of the tenure clock). An exception to the six-year probationary time period must be negotiated with the Office of Academic Affairs, and specifically be incorporated into the faculty member's notice of appointment and contract (OAR 580-021-0130). Consequently, faculty considering a leave of absence should consult with their Department Head and Dean in order to determine if it might be appropriate to request an extension of the probationary period.

Attachment #3 - Dual Career Guidelines

Dual Career Guidelines

Increasingly, university professionals are part of dual career couples, and this phenomenon has emerged as a critical recruitment and retention issue in higher education. The University of Oregon has responded to the emergence of dual career partners in several ways. Following the decision to hire a faculty member, the University will make every reasonable effort to find employment for this person's spouse or partner. The University of Oregon furnishes information on employment possibilities in the broader metropolitan area, including the University of Oregon, Lane Community College, and Oregon State University, and offers help with resume preparation and interview skills. The Office of Human Resources provides such assistance.

Two additional opportunities are available to spouses and partners of faculty members who are on tenure-track appointments:

Tenure-Related Appointments for Dual Career Couples

[Request for Tenure Related Appointments](#) (*pdf*)

The university may consider a qualified partner for a tenure-track or tenured position, provided that the following conditions are satisfied:

1. The partner has obtained the terminal degree appropriate for the field.
2. The hiring unit (of the partner) has indicated its full approval for this second hire, following the university's normal search procedures.
3. Both the unit making the initial hire and the hiring unit of the partner are willing to make a substantial financial contribution toward the salary and benefits for the partner hire during any necessary bridge period.
4. The dual hire clearly furthers the university's fundamental goal of academic excellence, as consistent with our academic priorities and commitment to affirmative action.
5. Preferences will be given to those cases where a strong record of academic achievement is already established.
6. In no case are partner hires guaranteed or automatic.

If all of these conditions are satisfied, the Provost's Office will consider contributing 1/3 to 1/2 of the necessary funds for this partner hire for a period of three years, if no appropriate position is immediately available in the hiring department or program. At the end of this three-year period, the hiring unit of the partner typically will assume full financial responsibility for the partner hire and should submit a financial plan for absorbing the cost of this partner hire.

Faculty Fellowship Program

A limited number of [Faculty Fellowships](#) are available on a one-time basis to partners of newly hired tenure-related faculty. Individuals with appropriate professional qualifications are eligible for these temporary, one-year fellowships in appropriate disciplines or support units. A fellowship is meant to provide an initial professional "landing site" allowing time for the individual to seek employment in the local area. These appointments carry a one-time stipend of up to \$10,000 and may carry academic rank. The cost of the appointment is shared by the host department and the Office of the Provost and Vice President for Academic Affairs.

Procedure

Departments or programs wishing to apply for either type of financial assistance from the Office of Academic Affairs should secure approval from all relevant hiring units and the dean's office, and submit the appropriate form.

These guidelines, while primarily addressed to academic departments and programs, do not preclude other university units or areas from considering similar partner accommodations on a case-by-case basis.

Attachment #4 - Underrepresented Minority Recruitment Program

The Underrepresented Minority Recruitment Program (UMRP) encourages departments to hire underrepresented minority faculty in tenure-related faculty appointments by providing supplemental funds to the department through its school or college following the successful tenure-related appointment of a new colleague from an under-represented group.

Funds, in the amount of up to \$90,000 total (allocations can be spread over any number of years with a maximum of \$30,000 in any one year), will be provided to the school or college in support of the hiring department or program and its faculty. These funds, along with other resources marshaled by the department, are to be used to reimburse the department for implementing effective and creative start-up and development plans for the recruitment and retention of its faculty and the development of its programs.

The program is designed to make it easier for departments to compete with other institutions in successfully hiring diverse faculty members who are the top candidates in a search. The program is not used to make hiring decisions, but rather is designed to increase recruiting flexibility for departments that have already decided to make job offers to top candidates of color. UMRP funds are designed to provide support for new faculty members in a manner that is congruent with common start-up negotiation norms in the department. They are designed to reimburse departmental costs associated with providing an appropriate level of support to a new faculty. The basis for determining the appropriate level of support may include market factors that affect the competitiveness of an offer and should be comparable to other start-ups for similarly qualified candidates (including considerations for market differentials).

The funds provided through this program are intended to contribute to the cultivation of a welcoming and positive academic environment both through support for the new hire and through corresponding support for the hiring department and its faculty. To that end, the department is encouraged to use its overall resources, including these funds, to fashion a faculty and program development effort that ensures equitable and forward-looking treatment of its constituent faculty.

It is appropriate and common to use these supplemental funds to:

1. Provide direct support to the new faculty member as part of a negotiated start-up package (e.g., research and travel funds, summer pay, course buy outs, equipment);
2. Provide support to programmatic developments within the department,

commonly, but not necessarily exclusively, in the area of the newly recruited colleague (e.g., GTF support, conference support);

3. Provide appropriate and balanced support to other new colleagues or programmatic needs in the department (e.g., support to other new colleagues at the same rank, support to the department's efforts to advance its diversity goals more generally).

The department will submit a plan for use of these funds as part of the application process for UMRP participation (see below). Plans should be focused on the recruitment, retention, and development of the newly hired colleague with appropriate consideration for larger faculty and departmental needs.

CRITERIA FOR ELIGIBILITY

A department is eligible to receive these funds after it has completed a search for a tenure-related appointment in which the preferred hire is a candidate from an under-represented group and the department has entered the stage of negotiating the details of the appointment, including such matters as start-up funds, faculty development investments, associated program investments, and consideration of matters of equity within the academic unit. At the time the department is prepared to make an offer to its preferred candidate and has so communicated this intent to their academic dean and received his or her preliminary approval to begin negotiation for appointment with the candidate, the department may begin the process of application for the UMRP. The determination that a candidate falls within an under-represented group requires that two specific criteria be met:

- Self-identification as a member of one of the following federally defined underrepresented protected classes: American Indian or Alaskan Native, Asian, Black or African American, Native Hawaiian or Other Pacific Islander, Hispanic or Latino. While a department may not presume of a candidate his or her possible membership in one of the federally defined classes, a newly hired faculty member who has not otherwise done so may self-declare their status at any time and, as a result, the department may prepare and submit a plan up to one year after initial appointment.
- Determination of under-representation status through examination of available data for tenure-related faculty within relevant units. This determination will be completed by the Office of the Provost and Senior Vice President with support by the Office of Affirmative Action and Equal Opportunity and the Office of Institutional Equity and Diversity.

When a candidate of color is identified who may make the department eligible for this program, the department should so indicate to their academic dean, who will forward a copy of the individual's vita, a written plan for the use of the UMRP funds, and the information requested on the Underrepresented Minority Recruitment Program

Nomination Form to the Provost and Senior Vice President. Before submission of a written plan, departments are encouraged to discuss proposed plans for the use of these funds with their academic dean and with the Vice Provost for Institutional Equity and Diversity and the Vice Provost for Academic Affairs.

The Provost will consult with the Vice Provost for Institutional Equity and Diversity and the Vice Provost for Academic Affairs to determine eligibility, the merits of the plan to use UMRP funds, and indicate approval on a return copy of the form. A copy of the approved form should be included in the appointing Request to Offer packet that is sent through the Office of Affirmative Action and Equal Opportunity to the Office of Academic Affairs. This will trigger the transfer of the funds to the appropriate index.

ADMINISTRATION OF FUNDS

It is recommended that a separate index in the home department be set up for the UMRP allocation. Each year for three years, up to \$30,000 will be transferred to that index. The home department administers the use of these funds.

Departments must retain records on the use of funds it receives for the UMRP supplement, whether for permanent or visiting faculty. Departments must also submit a final report by the end of the third year on their use and effectiveness in meeting the goals of the written plan.

VISITING FACULTY

Funds are also available in any given year to support the appointment of visiting faculty using the same criteria used for tenure-related faculty. The appointment period must be for at least one term and the amount of support will be up to \$10,000 provided to the department or school or college.

[Application Form](#) (*Microsoft Word*)

Updated: 4/25/07