



# Hiring Guide For Faculty Recruitment

**Including Procedures for Hiring Academic Administrators**

Office of Compliance and Equity Management  
117 Gilchrist Hall  
Campus Code-0028  
(319) 273-2846  
[www.uni.edu/equity](http://www.uni.edu/equity)

Revised 04/09

## TABLE OF CONTENTS

Hiring Guide for Faculty Recruitment.....	3
Suggestions for Successful Recruitment.....	4
Recruitment Procedures: A Step-by-Step Guide .....	5-10
Request to Fill.....	5
Recruitment Plan .....	5
Search Committees .....	5
Position Announcement .....	6
Advertising Copy .....	7
Applications .....	8
Screening and Selecting Applicants for Interview.....	8
Interviews.....	9
Confidentiality .....	9
Background Checks .....	9
Search Committee Recommendation.....	10
Selection.....	10
Employment Offer .....	10
Storage of Application Materials .....	10
Closing or Reopening Searches .....	11
Extended Searches .....	11
Appointment Status Clarification .....	12
Summary of Recruitment and Selection Procedures .....	14

## APPENDICES

A. Recruitment Plan.....	15
B. Clarification of Protected Classes.....	17
C. Request to Fill Form .....	19
D. Acknowledgement Letter to Applicant.....	21
E. Faculty Interview Pool Approval Form .....	23
F. Faculty Search Committee Recommendation Form.....	25
G. Faculty Employment Selection Record Form.....	27
H. Appointment Letter to Selected Candidate.....	29
I. Selection Procedures: Department Heads.....	31
J. Selection Procedures: Deans.....	33

# HIRING GUIDE FOR FACULTY RECRUITMENT

The Hiring Guide for Faculty Recruitment describes the recruitment and selection process for faculty and academic administrators at the University of Northern Iowa. It offers a step-by-step procedure from advertisement placement until the offer has been accepted. The sections of this guide describe the responsibilities of search committee members, interviewing information, and the affirmative action process. For additional assistance please contact:

Office of Compliance & Equity Management  
117 Gilchrist Hall-0028  
Phone: (319) 273-2846  
FAX: (319) 273-7045  
Website: [www.uni.edu/equity](http://www.uni.edu/equity)

To further assist with the recruitment and selection process, the Hiring Toolkit is provided at <http://www.uni.edu/equity/hiring.shtml> and includes:

- Routing information for the search documents and forms
- An advertising template and diverse locations for advertisement
- Sample interview rating and reference check forms
- Tips on narrowing the applicant pool and reasons for non-selection



MyUNiverse | WebCT | Calendar | A-Z Index | E-Mail | Contact UNI | Directory | Search

**UNI** Office of Compliance and Equity Management

Home | President's Statement | UNI Policies | Student, Faculty & Staff Resources | Equity Staff | E-mail Us | Affirmative Action FAQ | **Hiring Toolkit**

### Hiring Toolkit

**Faculty Searches**  
Checklist for Faculty Searches  
Search Summary for Faculty Searches  
Hiring Guide for Faculty Recruitment  
Recruitment Plan Template

**Advertising**  
Description of UNI for Use in Recruitment  
Description of Cedar Falls for Use in Recruitment  
Advertising Locations and Resources  
Advertisement Samples

**Screening Applications**  
Completing Reasons for Non-Selection  
Tips on Narrowing the Applicant Pool

**Interviewing**  
Structuring the Interview  
Sample Interview Questions  
Sample Interview Rating Form  
Successful Interviewing Guide -- Iowa Workforce Development

**References**  
Sample Reference CheckForm  
Reference Checking FAQ

## **SUGGESTIONS FOR SUCCESSFUL RECRUITMENT**

The University of Northern Iowa is committed to recruiting and maintaining a roster of faculty who will continue the school's long standing tradition of excellence. This commitment embraces not only the desirability of promoting high academic standards, but also seeks faculty representation from minorities, women, veterans, and disabled persons at a pace beyond that which might otherwise occur. This, we believe, enriches the working environment for faculty members and the learning experience for students.

- Recruit on a year-round basis. The department should continuously maintain contacts which could be the base for recruitment when an opening occurs.
- Advertise positions in appropriate professional journals, newsletters, and registries specifically designed to attract protected class applicants.
- Post on your department/college and UNI websites. The Employment tab on the UNI home page links to each of the colleges.
- Use local, regional and/or national media for advertising positions when appropriate.
- Contact academic departments that offer doctoral or terminal degrees and who may have candidates eligible for consideration.
- Request each member of your department and college to assist in searching for minority and women applicants.
- Solicit assistance from professional organizations and colleagues, including members of affected classes, for identifying minority and women applicants.
- Attend professional meetings which may assist in establishing contacts with potential applicants for your department.
- Contact affected class individuals who are referred to your department as potential applicants even if a position is not currently available.
- Maintain a record of applicants who were well qualified but not selected in previous searches.
- Contact minority persons and women currently holding positions in research institutions, industry, government, etc.
- Maintain a current departmental mailing list of potential applicants.

## **RECRUITMENT PROCEDURES: A STEP-BY-STEP GUIDE**

Although the department heads are involved in conducting portions of the employment process, the deans remain accountable for the entire search process.

### **1. REQUEST TO FILL**

When a vacancy occurs within a department (resignation, retirement, promotion, etc.) a request is made by the department head to fill the position. The *Request to Fill Open Faculty Position* (RTF) form is used to make this request (See Appendix C). The RTF requires the approval of the dean of the respective college and the Executive Vice President and Provost. The approved RTF is returned to the college with copies to the Office of the Executive Vice President and Provost and the Office of Compliance and Equity Management (OCEM). When OCEM receives a copy of the approved RTF, a search number will be assigned and communicated to the dean's secretary, the departmental secretary, and the Office of the Executive Vice President and Provost.

*Request to Fill Open Faculty Position forms (#06-11136) are available at Campus Supply.*

#### **RECRUITMENT PLAN:**

A documented Recruitment Plan is strongly advised to assist with the recruitment of under-represented faculty members and to manage the overall search process. The Recruitment Plan should be completed by the Search Chair and Department Head, in consultation with the Dean and the Office of Compliance and Equity Management as necessary (See Appendix A).

The Recruitment Plan is to include the following information:

- Position information including the title, department and appointment type
- The timeline for full consideration of application materials
- Recruitment efforts including advertising locations, dates, and type of advertisement
- Additional recruitment efforts such as departmental websites and listservs
- A list of search committee members

A copy of the Recruitment Plan should be sent to the Office of Compliance and Equity Management early on in the search process along with ad copy and Position Announcement. Maintaining a version of this plan within the department would be beneficial for future searches.

### **2. SEARCH COMMITTEES**

Search (interviewing) committees are appointed by the Department Head. These committees should reflect the diversity of our campus community and include, when possible, minority persons and other members of affected classes. See Appendix B for clarification of protected class groups. Students, staff, and qualified community members may serve on committees. After the Dean approves the search committee, a copy is to be forwarded to the Office of Compliance and Equity Management.

### 3. POSITION ANNOUNCEMENTS/ADVERTISING

Each position search may need multiple versions of advertising copy as determined by the sources outlined in the Recruitment Plan. Copies of **all** proposed position announcements and advertising copy are to be approved by OCEM prior to publication. Include a list of all publications in which the advertisement will be placed and the dates the advertisement will run. Please allow at least **two working days** for review and approval of the announcement and/or advertisement. Responsibility for placing and funding the advertising resides with the Department Head and Dean.

#### POSITION ANNOUNCEMENT:

The Position Announcement is the full description of the position. It must be made available to all applicants and be posted on the departmental/college webpage. The Position Announcement is to include:

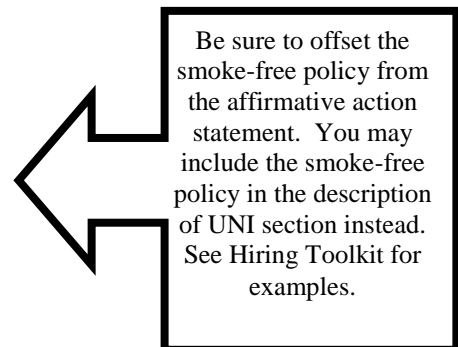
1. The **UNI logo**.
2. The **Department**.
3. The position's University-approved **title**.
4. **Responsibilities** of the position.
5. A brief **description of the University** and community. Sample descriptions of UNI and Cedar Falls are available in the Hiring Toolkit.
6. **Smoke-Free Campus Policy**. The following statement is to be included following the University description: "UNI is a smoke-free campus."
7. The **minimum qualifications** of the position. These may be more detailed in the announcement but should not conflict with those listed on the advertisement copy.
8. The following statement regarding **timeline** for applications: "Applications received by date (a minimum of 10 working days) will be given full consideration."
9. **Application procedure**. Include **multiple** ways for applicants to contact the search chair (address, phone, fax, email, website). Be specific in what is **required** of the applicant (cover letter, vita, transcripts, references, etc.).
10. **Background Check Policy**. The following statement should be placed following the description of the application process: "Pre-employment background checks are required."
11. **Affirmative action/equal opportunity statements**.
  - a. The following statement is to be included in the narrative of the announcement: "The department encourages applications from persons of color, women, persons living with disabilities, and veterans."

- b. The following statement is to be placed at the end of the announcement: “The University of Northern Iowa is an equal opportunity employer with a comprehensive plan for affirmative action.”

**ADVERTISING COPY:**

The advertisement copy is an abbreviated version of the position announcement. Various versions may be prepared to meet the posting requirements of ad locations. The ad copy is to include:


1. The **UNI logo**. The official logo is to appear in all display ads and in all newspapers.
2. The position's University-approved **title**.
3. The **Department**.
4. The **responsibilities** of the position.
5. The **minimum qualifications** of the position as outlined on the position announcement.
6. The following statement regarding **timeline** for applications: "Applications received by (a minimum of 10 working days) will be given full consideration."
7. The following statement regarding **background checks**: “Pre-employment background checks are required.”
8. **Affirmative action and equal opportunity statements**. For display and classified advertisements, use the following statement at the end of the ad: “UNI is an equal opportunity employer with a comprehensive plan for affirmative action.” For in-column ads or those with limited space, use the abbreviation **EOE/AA**.
9. Offset the following statement regarding the **smoke-free policy** so that it is clearly separated from the affirmative action statement: “UNI is a smoke-free campus.”



## 4. APPLICATIONS

Applicants are to apply directly to the address indicated in the advertisement. The committee chair is responsible for ensuring that the applications are collected, **logged in**, assigned an applicant number, **date-stamped**, and acknowledged **as soon as possible** (See Appendix D, sample acknowledgement letter). *Note: all acknowledgement letters should contain a link to the electronic datacard at [www.uni.edu/equity/datacard](http://www.uni.edu/equity/datacard) and the applicant number.* Datacards will no longer be mailed to applicants. Even applications received after the application timeline and applicants who do not meet the minimum qualifications of the position must be sent an acknowledgement letter.

[MyUNiverse](#) | [eLearning](#) | [A-Z Index](#) | [Calendar](#) | [Contact](#) | [E-Mail](#) | [Search](#) | [Directory](#)



### Office of Compliance and Equity Management

### Datacard Registration

The information you provide will be used to monitor affirmative action efforts and will not be available to the hiring department. These ethnicity/race categories have been defined by the United States Office of Management and Budget.

Applicant Number (see acknowledgement letter/email)

To ensure accuracy, please re-enter your Applicant Number

**Gender**

Male  
 Female

**Do you consider yourself to be of Hispanic/Latino/Spanish origin?**

Yes  
 No

**Please select one or more of the following racial categories to describe yourself: (Definitions)**

American Indian or Alaska Native  
 Asian  
 Black or African-American  
 Native Hawaiian or other Pacific Islander  
 White

**How did you learn of this vacancy?**

<input type="checkbox"/> UNI Website	<input type="radio"/> Print	<input type="radio"/> Online
<input type="checkbox"/> UNI Jobline	<input type="radio"/> Print	<input type="radio"/> Online
<input type="checkbox"/> Personal Contact	<input type="radio"/> Print	<input type="radio"/> Online
<input type="checkbox"/> Diverse Issues in Higher Education	<input type="radio"/> Print	<input type="radio"/> Online
<input type="checkbox"/> Job Service of Iowa	<input type="radio"/> Print	<input type="radio"/> Online
<input type="checkbox"/> Hispanic Outlook in Higher Education	<input type="radio"/> Print	<input type="radio"/> Online
<input type="checkbox"/> Chronicle of Higher Education	<input type="radio"/> Print	<input type="radio"/> Online
<input type="checkbox"/> Newspaper - Please Specify: <input style="width: 100px;" type="text"/>		
<input type="checkbox"/> Website - Please Specify: <input style="width: 100px;" type="text"/>		
<input type="checkbox"/> Other - Please Specify: <input style="width: 100px;" type="text"/>		

Applicant number should be in the format of F2009-044-####. The #### refers to a unique applicant number which the department assigns as applications are received.

## **5. SCREENING AND SELECTING APPLICANTS FOR INTERVIEWS**

The search committee will review the applications and select a pool of applicants for on-campus interviews. **Before** arrangements are made for these interviews, the *Faculty Interview Pool Approval* form listing the recommended applicants to be interviewed on campus **must** be forwarded to the Dean and Compliance and Equity Management for review and approval (See Appendix E). Include the application materials for the recommended candidates with the Faculty Interview Pool Approval form. Also submit a report outlining the reason(s) for non-selection for each applicant not chosen to interview for the position.

The reason(s) for not selecting applicants for the on-campus interview pool must be specific, job related and based on the minimum requirements outlined in the advertisement/position announcement. Statements such as "does not meet criteria" or "not qualified" are insufficient. The criteria or qualifications (experience, training, education, etc.) the applicant lacks are to be indicated. In the Hiring Toolkit, see screening applicants - completing reasons for non-selection or <http://www.uni.edu/equity/reasons.shtml> for more information.

When additional interviewees are proposed, an additional *Faculty Interview Pool Approval* form must be sent through for approval. This form, along with application materials of the applicants selected for on-campus interview and updated rationale for non-selection, must be sent to the Office of Compliance and Equity Management for review and approval.

Please allow at least two working days for completion of this process.

*Faculty Interview Pool Approval forms (#06-11114) are available at Campus Supply.*

## **6. INTERVIEWS**

If you are interviewing job applicants and making hiring decisions for your department, it is important to know the basic requirements of an effective hiring process. To assist you, the Hiring Toolkit contains sample interview questions arranged by topic, an interview rating form, and a link to the Iowa Workforce Development's "Successful Interviewing Guide" for a list of inadvisable interview topics. Refer to [www.uni.edu/equity/hiring](http://www.uni.edu/equity/hiring) for these resources.

### **CONFIDENTIALITY:**

All application documents submitted by an applicant or on behalf of an applicant are considered confidential. Once selected for on-campus interviews, limited information may be released at the discretion of the Search Committee Chair and the Department Head. Faculty or staff members whose family or close acquaintances are applicants are expected to refrain from reviewing application materials. Applicants shall not have access to the Search Committee deliberations, notes, or application materials.

### **BACKGROUND CHECKS:**

During the on-campus interview, the Department Head is to have **all** interviewed candidates complete the Disclosure and Authorization Form for consent for pre-employment background checks. The Disclosure and Authorization Form is available at <http://access.uni.edu/forms> or in the forms repository under background check authorization.

## **SEARCH COMMITTEE RECOMMENDATION:**

At the conclusion of the interview process, the search committee and department head shall submit a list of unranked recommended candidates to the Dean for review and final selection (See Appendix F). There are no established minimum or maximum number of candidates that can be submitted, however, if only one candidate is recommended and that person declines, an entirely new search would need to be initiated. All committee members are required to sign the document. The chair of the search committee shall disburse the copies immediately to the appropriate parties.

*Faculty Search Committee Recommendation forms (#06-11113) are available at Campus Supply.*

In cases of disagreement among committee member(s) the chairperson is to suspend the search process immediately. The chairperson is to send the *Faculty Search Committee Recommendation* form, a report describing the problem(s), as well as all related application materials (i.e., reference contacts, telephone records, resumes, and supporting documents) for the candidates interviewed, to the Office of Compliance and Equity Management for review.

## **7. SELECTION**

After reviewing the search committee recommendations, the Dean, in consultation with the Department Head, shall select a candidate to be offered the position. The Department Head will prepare the *Faculty Employment Selection Record* (Appendix G) and route to the Dean for signature and to the Executive Vice President and Provost for review and approval. Attach a separate sheet summarizing results of the on-campus interviews. Reason(s) for non-selection must be specific and job related. This attachment goes to the Dean.

*Faculty Employment Selection Record forms (#06-11115) are available at Campus Supply*

## **8. EMPLOYMENT OFFER**

A verbal employment offer can be made by the Dean or designee when notification of approval is received from the Executive Vice President and Provost, but it *must* be made clear that the offer is contingent upon successful completion of relevant background checks. If the offer is accepted, an appointment letter is promptly sent (See Appendix H). Reference to the employment eligibility verification requirement is to be included in the letter. Email or fax a copy of the signed acceptance letter along with the department account number to Human Resource Services (HRS) to initiate the necessary background checks. HRS will report only an “acceptable” or “unacceptable” rating to the appropriate hiring official. If the background check is unacceptable, HRS will also notify the finalist in writing. Direct any questions regarding the background check policy to HRS or the Office of the Executive Vice President and Provost.

Letters notifying other applicants that an offer was extended and accepted are sent by the department head/committee chair following a successful background check.

## **9. STORAGE OF APPLICATIONS AND SUPPORTING MATERIALS**

All applications and supporting materials are to be kept in the unit in which the search occurs for a period of 36 months beginning with the date the position is filled. Records of searches that are under civil rights review because of a filed complaint are to be retained indefinitely.

## **10. CLOSING OR REOPENING SEARCHES**

For closing or reopening searches, the Office of Compliance and Equity Management is to be notified in writing immediately when such decisions are made. Note that an updated *Request to Fill Open Faculty Position* form is needed for searches reopened at a later date.

## **11. EXTENDED SEARCHES**

OCEM is to be notified in writing of the decision to extend the search. This means that the timeline for the receipt of application remains open for an extended but specific date.

Advertisements/position announcements for extended searches are to be sent to OCEM for review and approval.

## **APPOINTMENT STATUS CLARIFICATION DESCRIPTIONS AND RECRUITMENT GUIDELINES**

### **TENURE TRACK APPOINTMENTS**

- The initial appointment is probationary.
- The probationary period allows for the opportunity to meet the requirements for tenure.
- Tenure track appointments require a search.

### **TERM APPOINTMENTS**

- The appointment is for a minimum of two and a maximum of four years. When a term position becomes vacant a new search must be conducted.
- The appointment expires as specified by the initial letter of appointment.
- If the budget line for a term position changes to probationary status, a full search must be conducted.
- Term appointments require a search.

### **FULL-TIME TEMPORARY APPOINTMENTS**

- Full-time temporary appointments are for one academic year.
- A full-time temporary appointment may be renewed for one additional year upon written request and **approval** from Compliance and Equity Management.
- A full-time temporary appointment may **not** be continued beyond two consecutive years.
- If the budget line for the temporary position changes to term or probationary status, a new search must be conducted.
- Temporary appointments may be filled by a search, but the search is not required.

### **PART-TIME TEMPORARY APPOINTMENTS**

- Part-time temporary appointments are for one semester only.
- A Request to Fill Open Faculty Position form must be completed, approved, and distributed.
- When the selection is made, the Office of the Executive Vice President and Provost must be notified in writing.
- These appointments may be filled by a search, but the search is not required.

### **EMERGENCY TEMPORARY APPOINTMENTS**

- These appointments are made in situations which require immediate replacement of a faculty member or when a vacancy occurs prior to the beginning of the Fall semester but not earlier than June 1.
- A *Request to Fill Open Faculty Position* form must be completed, approved, and distributed (Include the phrase “Emergency Hire” on the RTF).
- The period of appointment is not to exceed one academic year.
- Along with the Faculty Employment Selection Record, include an attachment detailing the emergency to the Executive Vice President and Provost.

### **VISITING PROFESSOR/ARTIST IN RESIDENCE APPOINTMENTS**

- May be hired for a period of up to one academic year on a part-time or full-time basis.
- A *Request to Fill Open Faculty Position* form must be completed, approved, and distributed.
- If departments advertise for these positions, the advertisements must be approved by the Office of Compliance and Equity Management.
- The *Faculty Employment Selection Record* for each appointment and the appointee's vita, are to be sent to the Office for the Executive Vice President and Provost.
- These appointments do not require a search.

## SUMMARY OF RECRUITMENT PROCEDURES FOR TENURE TRACK, TERM, AND FULL-TIME TEMPORARY POSITIONS

<b>Form or Document:</b>	<b>Completed by:</b>	<b>Approved by:</b>	<b>Copies/signed forms sent to:</b>
<b>Request to Fill Open Faculty Position</b> ( <i>Form</i> )	Department Head	Department Head Dean EVP & Provost	Dean's Office Office of the EVP & Provost Compliance & Equity Management (OCEM)
Position Announcement, Advertising copy, and Recruitment Plan	Search Committee Department Head	OCEM	Department Office/Search Chair OCEM
Letters acknowledging receipt of applications are sent with link to electronic data card. <i>Make sure to include the search and applicant number.</i>	Search Committee Chair or Department	—	—
<b>Faculty Interview Pool Approval</b> ( <i>Form</i> )	Search Committee Chair	Department Head Dean OCEM	Search Chair Department Head Dean
<b>Disclosure &amp; Authorization*</b> ( <i>Form</i> ) for background check/degree verification	Department Head and all interviewed candidates	—	Human Resource Services (HRS) with copy of education history from vita
<b>Faculty Search Committee Recommendation</b> ( <i>Form</i> )	Search Committee Chair	Search Committee Members	Search Chair Department Head Dean OCEM
<b>Faculty Employment Selection Record</b> ( <i>Form</i> )	Department Head	Dean EVP & Provost	Search Chair Department Head Dean OCEM
Letter of Offer with signed acceptance*	Dean	—	OCEM HRS EVP & Provost Department Head
Letters to Applicants & Interviewees	Search Chair or Department	—	—

\*The Department sends the signed Disclosure and Authorization Forms to HRS, but HRS will not conduct a background check until they receive a copy of the signed offer letter.\*

**APPENDIX A**

**SAMPLE**  
**RECRUITMENT PLAN**

## Sample Recruitment Plan (Physics)

### Position Information

Title of Open Position: Assistant Professor  
Appointment Type: Tenure Track  
Department: Physics  
Phone: (319) 273-2420  
Fax: (319) 273-7136

### Timeline

Applications received by 03/15/2009 will be given full consideration  
Start Date for Position: 08/20/2009

### Recruitment

<b>Locations</b>	<b>Dates</b>	<b>Type of Ads</b>
1. Physics Today	2/15/09-2/28/09	Column, Online
2. American Institute of Physics	2/01/09-2/28/09	Display
3. Chronicle of Higher Education	2/15/09-3/01/09	Column

\*\*See attached ad samples & Position Announcements\*\*

### **Other Recruitment Efforts:**

Minority & Women Doctoral Directory mailing  
Roster of Minorities in Physics mailing  
Roster of Women in Physics mailing  
Post Position Announcement on College of Natural Science website and Department website

### Search Committee

1. Chair
2. Name
3. Name
4. Name
5. Name

FYI: A blank template of this Recruitment Plan is available in the Hiring Toolkit at [www.uni.edu/equity/hiring](http://www.uni.edu/equity/hiring)

**APPENDIX B**

**CLARIFICATION OF RACIAL/ETHNIC GROUPS AND  
OTHER PROTECTED CLASSES**

# CLARIFICATION OF RACIAL/ETHNIC GROUPS AND OTHER PROTECTED CLASSES

## RACE AND ETHNIC GROUPS

### Multi-Racial

Any combination of the following:

### American Indian or Alaska Native

- Person who has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

### Asian

- Person who has origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

### Black or African-American

- Person who has origins in any of the black racial groups of Africa. Terms such as "Haitian" can be used in addition to "Black or African American."

### Hispanic or Latino

- Person who has origins in Cuba, Mexico, Puerto Rico, South or Central America, or other Spanish cultures, regardless of race. The term "Spanish origin" can be used in addition to "Hispanic or Latino."

### Native Hawaiian or Other Pacific Islander

- Person who has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

### White

- Person who has origins in any of the original peoples of Europe, the Middle East, or North Africa.

## OTHER PROTECTED GROUPS

### Women

### Person with Disabilities

- Person who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such an impairment; or is regarded as having such an impairment (EEOC).

### Age

- Applicants and employees 40 years of age and older are protected from discrimination on the basis of age in hiring, promotion, discharge, compensation, terms, conditions, or privileges of employment (EEOC).

### Veterans

*(Definitions provided by the US Department of Education, unless otherwise noted)*

**APPENDIX C**

**REQUEST TO FILL FORM  
(Form #06-11136)**

**University of Northern Iowa**  
**Request to Fill Open Faculty Position**

College and Department \_\_\_\_\_

Current Salary for Position \_\_\_\_\_ Budget Number of Position \_\_\_\_\_

Proposed Rank \_\_\_\_\_

Please check one:  New Position  Position Previously Held by \_\_\_\_\_

**Justification for Request, Stated in Terms of Needs and Priorities:**

**Approvals:**

\_\_\_\_\_  
**Dean** **Date**

\_\_\_\_\_  
**Executive Vice President and Provost** **Date**

**Distribution of Approved Form:**

- Part 1 – White -- College
- Part 2 – Yellow -- Executive Vice President and Provost
- Part 3 – Pink -- Compliance and Equity Management

**APPENDIX D**

**EXAMPLE OF ACKNOWLEDGMENT  
LETTER TO APPLICANT  
(Form #06-11116)**

## EXAMPLE OF ACKNOWLEDGMENT LETTER TO APPLICANT

Today's date

Applicant  
Street Address  
City, State Zip

Dear Applicant:

Thank you for your interest in the position of \_\_\_\_\_ in the department of \_\_\_\_\_ at the University of Northern Iowa. Enclosed is a complete description of the position for which you submitted your application.

UNI is required to monitor applicant data and we ask that you take a moment to respond to the request for information at [www.uni.edu/equity/datacard](http://www.uni.edu/equity/datacard). This information is maintained by the Office of Compliance and Equity Management separate from your employment application. Although voluntary, we sincerely appreciate your cooperation. Please refer to applicant number:

Please be advised that, if selected, you must provide appropriate documentation of eligibility to work in the United States.

Pre-employment background checks are required.

We appreciate your interest in the University of Northern Iowa. If you have questions concerning the position, please feel free to contact our office at (319) - 273-\_\_\_\_\_.

Sincerely,

Search Committee Chair  
Position Opening

Enclosures: Position Announcement

*UNI is a smoke-free campus.*

**APPENDIX E**

**FACULTY INTERVIEW POOL  
APPROVAL FORM  
(Form #06-1114)**

# University of Northern Iowa

Office of Compliance and Equity Management  
Campus Code – 0028

## FACULTY INTERVIEW POOL APPROVAL

Department/School \_\_\_\_\_ Search No. \_\_\_\_\_

Listed below are the names of applicants selected for on-campus interviews. These candidates will be contacted for interview after review and approval by the Office of Compliance and Equity Management. It is necessary to submit with this form a list of all applicants and reasons for non-selection as well as the complete application file for each potential interviewee.

Position Title \_\_\_\_\_  
Committee Chair \_\_\_\_\_ Address/Phone \_\_\_\_\_

### Candidates to be Scheduled for On-Campus Interview


Indicate date by which applications must be received for full consideration \_\_\_\_\_

_____	_____
Search Committee Chairperson	Date
_____	_____
Department Head/Director	Date
_____	_____
Dean	Date

**Office of Compliance and Equity Management**      Approved \_\_\_\_\_      Not approved \_\_\_\_\_

Comments: \_\_\_\_\_

\_\_\_\_\_      \_\_\_\_\_  
Director or Designee      Date

**Note: In the event additional interviewees are proposed, a new form should be initiated and forwarded to the Office of Compliance and Equity Management, along with complete application files, for review and approval.**

Compliance & Equity Management shall retain a copy of this document.  
Upon review, copies shall be distributed to: Committee Chair, Department Head/Director and Dean.

Revised11/03

**APPENDIX F**

**FACULTY SEARCH COMMITTEE  
RECOMMENDATION FORM  
(Form #06-1113)**

# University of Northern Iowa

---

Office of Compliance and Equity Management  
Campus Code -0028

## FACULTY SEARCH COMMITTEE RECOMMENDATION

Department/School \_\_\_\_\_

**This form and application materials of all candidates interviewed are to be forwarded to the Dean for review and selection of candidate to be recommended for appointment to the Executive Vice President and Provost/Vice President**

---

The search committee for the position of \_\_\_\_\_, Search No. \_\_\_\_\_ - \_\_\_\_\_ has carefully implemented the recruitment plan developed by the department/school. Being satisfied that all University Employment guidelines and procedures have been followed, the following candidate(s) were found eligible for the position:

Type or print the names of Search Committee members	Signature	Date
1. _____, Chair		
2.		
3.		
4.		
5.		
6.		

**NOTE: In cases of disagreement among committee member(s), the chairperson is to discontinue the search process immediately. Send this form, a report describing the problem(s) along with all related application materials for candidates interviewed, to the Office of Compliance and Equity Management for review.**

The Committee Chair and Department Head/Director shall retain a copy of this document. The Committee Chair shall send a copy to: Compliance & Equity Management.

Revised 11/03

**APPENDIX G**

**FACULTY EMPLOYMENT  
SELECTION RECORD**  
**(Form #06-1115)**

# University of Northern Iowa

Office of Compliance and Equity Management  
Campus Code – 0028

## FACULTY EMPLOYMENT SELECTION RECORD

Department/School \_\_\_\_\_ Search No. \_\_\_\_\_

This form and application materials of all candidates interviewed are to be forwarded to the Executive Vice President and Provost for final review and approval.

In compliance with the employment policies and procedures of the University \_\_\_\_\_  
(name of nominee)

is recommended for appointment as \_\_\_\_\_  
at the proposed starting salary \$ \_\_\_\_\_, proposed date of employment \_\_\_\_\_.

### This position is:

Tenured \_\_\_\_\_ Probationary \_\_\_\_\_ \*Temporary (full-time) \_\_\_\_\_  
\*Term \_\_\_\_\_ \*Visiting \_\_\_\_\_ \*Temporary (part-time) \_\_\_\_\_

\*State termination date \_\_\_\_\_

All degrees for the candidate were verified by:

\_\_\_\_\_

### Names of Other Interviewees


Number of applications received for this position: \_\_\_\_\_

Prepared by:

\_\_\_\_\_

### Final review and approval:

Department Head/Director \_\_\_\_\_ Date \_\_\_\_\_

Dean \_\_\_\_\_ Date \_\_\_\_\_

Executive Vice President and Provost or designee \_\_\_\_\_ Date \_\_\_\_\_

A copy of this document shall be retained by the Executive Vice President and Provost and Dean's office.  
Distribute signed copies to: Search Committee Chair, Department Head/Director and Compliance & Equity Management

Revised 11/03

**APPENDIX H**

**EXAMPLE OF APPOINTMENT  
LETTER TO SELECTED CANDIDATE**

## EXAMPLE OF APPOINTMENT LETTER TO SELECTED CANDIDATE

Today's Date

Selected Candidate  
Street Address  
City, State Zip

Dear (Selected Candidate):

On the recommendation of \_\_\_\_\_, Head, Department of \_\_\_\_\_, and with the approval of Executive Vice President and Provost \_\_\_\_\_, it is my pleasure to offer you the position of \_\_\_\_\_ in the Department of \_\_\_\_\_ at the University of Northern Iowa. The appointment as (title of position) which will be effective at the start of the fall (fill in year) semester, is a (tenure, tenure-track, term) position, with a beginning salary of (salary amount).

In addition to your cash salary, you will be eligible for fringe benefits that involve University contributions to such programs as annuity, life insurance, health and dental insurance, and disability insurance. Forms for application to various benefit programs will be distributed at the new-faculty orientation held immediately prior to the beginning of the fall semester. (name), Benefits Administrator, is available at (319) 273-2824 to answer any questions you have concerning benefits.

In compliance with federal laws concerning work eligibility in the United States, you must be able to provide documents showing employment eligibility prior to your start date.

This offer is contingent upon a satisfactory pre-employment background check.

We are confident that you will find this position interesting, challenging and rewarding. We look forward to working with you. Please indicate your acceptance of this offer by signing the enclosed copy letters and returning same to me in the enclosed self-addressed envelope.

Sincerely,

Dean, College of \_\_\_\_\_

Enclosures

cc: Department Head  
Executive Vice President and Provost  
Compliance and Equity Management

**I accept the conditions of this contract agreement as outlined above.**

---

Date

Signature

**APPENDIX I**

**RECRUITMENT PROCEDURES  
ACADEMIC DEPARTMENT HEADS**

## **PROCEDURES FOR THE SELECTION OF ACADEMIC DEPARTMENT HEADS: EXTERNAL SEARCH**

1. Academic department head recruiting shall be in accordance with Affirmative Action Policy, hiring procedures, and other applicable personnel policies. The policies and procedures of the Office of Compliance and Equity Management (OCEM) documented in the Hiring Guide for Faculty Recruitment are to be reviewed and applied.
2. The Committee shall be composed of a maximum of five tenured/probationary faculty members selected by the department. One student or alumnus/alumna, one department head from within the college, and one faculty member, also from within the college, may be appointed by the dean if so desired. Any committee member electing to become an active candidate shall be replaced on the committee according to procedures above.
3. The committee will meet with the dean of the college to develop the position description and to discuss the search policies and procedures.
4. The committee shall pursue applications and nominations from a wide variety of sources including the teaching faculty, administrative staff, professional associations, and other colleges and universities.
5. The committee shall provide comparable opportunities for applications, interviews, etc., for off-campus and on-campus candidates.
6. The committee shall screen the applications and nominations and, in consultation with the dean, make arrangements for interviews by the committee, departmental faculty, and appropriate university officials for a reasonable number of candidates. The candidate list is to be reviewed and approved by OCEM before arrangements are made for on-campus interviews.
7. The committee will forward the names of at least three candidates whom it endorses to the dean.
  - a. The committee should submit evaluation comments for each candidate interviewed.
  - b. The candidates shall not be numerically ranked. The dean will consult with the committee and the department faculty prior to making a recommendation to the Executive Vice President and Provost. The dean will inform the faculty and others at an appropriate time about the president's recommendation to the Board of Regents, State of Iowa, for an appointment.
8. In unusual circumstances, the dean, in consultation with the department faculty, may request from the Executive Vice President and Provost variance from any or all of the above procedural steps except for Item 1, in which case OCEM is to be consulted.
9. The dean will prepare a Selection Record for approval by the Executive Vice President and Provost prior to the announcement of the President's recommendation to the Board of Regents, State of Iowa.

(Academic Affairs 9/89)  
(Affirmative Action 2/90)

**APPENDIX J**  
**RECRUITMENT PROCEDURES**  
**DEANS**

## **PROCEDURES FOR THE SELECTION OF DEANS**

Appointments – Academic Deans, Dean of Graduate College, Dean of Continuing Education and Special Programs, and Dean of Library

1. Recruitment and hiring for these positions shall be in accordance with Affirmative Action Policy, hiring procedures, and other applicable personnel policies. The policies and procedures of the Office of Compliance and Equity Management (OCEM) documented in the Hiring Guide for Faculty Recruitment are to be reviewed and applied.
2. Membership, Dean Search and Screening Committees

### **2.1 Dean of Academic College**

The committee shall be composed of five faculty members, two appointed students, three department heads and a representative of the Council of Deans. The student members shall consist of two students appointed by the Northern Iowa Student Government president with the consent of the Student Senate. The administrative members shall be appointed by the Executive Vice President and Provost and will include three department heads and one representative from the Council of Deans. The faculty members shall be selected by the College Faculty Senate, or other representative body, by a method to be determined by that body. The committee will select its own chairperson.

### **2.2 Dean of Graduate College**

The committee shall be composed of five faculty members, two appointed graduate students, three department heads and a representative of the Council of Deans. The administrative members shall be appointed by the Executive Vice President and Provost and will include three department heads and one representative from the Council of Deans. The faculty members shall be selected by the University Graduate Council. A graduate faculty member from each college is to be selected. The Council shall also appoint two graduate students. The committee will select its own chairperson.

### **2.3 Dean of Continuing Education and Special Programs**

In the case of the search for a Dean of Continuing Education and Special Programs, the Committee shall be composed of one faculty member from each college, two students, three department heads, and one representative of the other deans. The student members shall consist of two students appointed by the Northern Iowa Student Government president with the consent of the Student Senate. The administrative members shall be appointed by the Executive Vice President and Provost and will include three department heads and one representative from the Council of Deans. The faculty members shall be selected by the College Faculty Senate, or other representative body, by a method to be determined by that body. The committee will select its own chairperson.

#### 2.4 Dean of Library

The Committee shall be composed of five faculty members, two appointed students, three department heads and a representative of the Council of Deans. The student members shall consist of two students appointed by the Northern Iowa Student Government president with the consent of the Student Senate. The administrative member shall be appointed by the Executive Vice President and Provost and will include three department heads and one representative of the Council of Deans.

The faculty members shall be selected by the Library representative body by a method to be determined by that body. The Committee will select its own chairperson.

3. Recruitment Procedures. The Committee shall develop a recruitment plan for review and approval by the Executive Vice President and Provost. Applications and nominations from a wide variety of sources, including UNI faculty, administrative staff, professional associations, and other colleges and universities, shall be solicited.
4. The Committee shall screen the applications and nominations in order to select an interview pool. This interview pool will be reviewed by the Office of Compliance and Equity Management before arrangements are made for on-campus interviews.
5. The Committee will submit a list of at least three candidates to the Executive Vice President and Provost with specific comments or advice the Committee wishes to offer. The Executive Vice President and Provost will inform the faculty and others at any appropriate time about the President's recommendation to the Board of Regents, State of Iowa, for an appointment. The Executive Vice President and Provost will consult with the department heads of the college and with the Dean's Search and Screening Committee prior to making a recommendation to the President.
6. The Executive Vice President and Provost will prepare a Selection Record prior to the announcement of the President's recommendation to the Board of Regents, State of Iowa.

(Academic Affairs 9/89)  
(Affirmative Action 2/90)