

TITLE: Search and Selection Guidelines for Faculty Recruitment

POLICY:

This policy applies to all faculty (excluding Post Doctoral Fellows and Post Doctoral Associates) and designated Administrative and Professional positions (specifically, at the UF classification of Director level or above; highly recommended for UF classification of Coordinator 3 level or above, exemptions can be requested through the College's Human Resources (CHR) office). They may be tenure accruing or non-tenure accruing positions.

To be successful, these procedures require the close cooperation of the Dean's office staff (a representative of the CHR office), the Search Committee Chair and the departmental staff (DS) when appropriate. Any of these individuals may perform many of these steps. All written correspondence should be reviewed by the CHR office prior to being distributed. The Search Committee Chair is responsible for maintaining correspondence and documentation during the search process. Once the search is completed, the documentation will be given to the CHR office where it will be maintained and stored according to University regulations.

APPROVING AUTHORITY: Dean, UF College of Dentistry

CUSTODIAN/S: Director of Human Resources

DEFINITION/S: N/A

REFERENCE/S: N/A

PROCEDURE/S:

I. The Request to Fill a Faculty Line

The Request to Fill a Faculty Line form (attachment #2) is completed and submitted to the CHR office for review and approval by the Director of finance and Dean.

II. The Vacancy Announcement

The Department Chair and search committee chair draft a vacancy announcement and submit it to the College's Human Resource's office.

- A. A draft of the position vacancy announcement (PVA) should reflect consideration of various aspects of the position.
 - Title/Academic rank
 - Position number
 - Position responsibilities

- Reporting lines
- Minimum required qualifications
- Additional desired qualifications
- Areas of Specialization
- Statement: “Salary is commensurate with qualifications and experience”
- Department description
- Closing date and/or date the initial review will take place (if “open until filled”)
- Each posting must include the following diversity and open records statements:
- “The University of Florida is an Equal Opportunity Employer dedicated to building a broadly diverse and inclusive faculty and staff. The University of Florida invites all qualified applicants to apply. The University of Florida is a public institution and subject to all requirements under Florida Sunshine and Public Records laws.”
- If the two “List of Five” experts are utilized by the committee, they should be included in the “Notes” section of the Careers at UF posting; one “List of Five” experts selected to identify minority candidates; a separate “List of Five” experts selected to identify female candidates qualified for the position.
- Any other recruitment strategies used to attract a diverse applicant pool should be included in the “Notes” section of the Careers at UF posting
(additional examples can be provided by the CHR office).
 - a. The CHR office reviews the draft vacancy announcement and makes recommendations.
 - b. The CHR office will post the external advertisements.
 - c. The CHR office posts the PVA via the Careers at UF system. The minimum posting requirement for faculty positions is 14 days. Vacancy deadlines may be extended for a minimum of seven days.
 - d. If necessary, rolling deadlines or “open until filled” postings may be utilized. Per a DDD memorandum dated 10/17/05 (<https://administrativememo.ufl.edu/2005/10/rolling-advertisement-deadlines-to-fill-faculty-positions/>), it is no longer necessary to request approval for a rolling deadline through the Provost’s Office. A rolling deadline may be used as the Dean deems appropriate and typically when:
 - There has historically been difficulty in filling a position in a singular posting period; and/or
 - There is an unusually tight job market and the number of qualified candidates is very limited.

If a rolling deadline is used, the advertisement will include the following language: “The search committee will begin reviewing applications on [*specify date*] and will continue to receive applications until the position is filled.” When the search committee has identified a suitable pool of candidates, a closing advertisement date must be selected for the position advertised in the Careers at UF system. All applications received through the advertisement

deadline must be considered. The formal offer can then be initiated upon completion of the entire search process.

- e. There are a few posting exemptions to make note of prior to posting a position, which include academic promotions, visiting titles, temporary appointments, positions which are less than .50 FTE, and certain changes of funding. A complete list of posting exemptions may be provided by the CHR office. Although these do not require posting, departments are encouraged to give full exposure to all applicants.
- f. In rare circumstances, if the department chair wishes to request a waiver for a modified recruitment, he/she must contact the CHR office for details.

III. Search Committee Identified and Appointed

The Dean and Department Chair choose the search committee chair. The Department Chair and develops a representative list of appropriate members to form a search committee.

- A. The composition of the search committee should be diverse; to include: women, minorities, and individuals outside of the hiring department, in order to bring a different perspective to the selection process. The hiring authority and/or chair of the department may *not* serve as chair or as a member of the search committee as this is viewed as a conflict of interest, as per University of Florida search and screen guidelines.
- B. The names suggested for the committee are submitted to the CHR office for the Dean's approval.
- C. Committee includes the search committee chair, minimum of two search committee members, minimum of one departmental interviewer, and college equity advisor from the CHR office.
- D. Depending on the nature of the search, faculty or administrative staff outside the College may be asked to serve on a search committee.
- E. The college's equity advisor or designee serves as "ex officio" on all search committees to ensure that procedures conform to University of Florida rules and regulations.
- F. All search committee members must complete online training and become certified in order to serve as a search committee member. This certification must be completed prior to placing advertisements and will be valid for two years.
- G. A representative of the CHR office will be present to assist the Search Committee in completing each step of the process.

IV. First Committee Meeting

The Chair of the search committee calls the first committee meeting and arranges for a CHR representative and appropriate College staff and faculty (usually, the division director, immediate supervisor, and/or department head) to discuss with the committee the responsibilities of the position and qualities of the candidate they hope to attract. It is also important to discuss the Open Meetings and Open Records Laws during the first committee meeting.

- A. The group reviews the vacancy announcement.
 - 1. If the vacancy announcement requires editing, the CHR office initiates the changes.
 - 2. An effective recruitment strategy is identified.
 - 3. If any edits are required after the position begins posting, they will be corrected by the CHR office via the search committee chair.

- B. The CHR office reviews the recruitment strategy to ensure the diversity initiative is in place.
 - 1. The search committee may choose to compile two “List of Five” professional peers from institutions comparable to UF, who have knowledge of minority and female candidates qualified for the vacant position. The Search Committee Chair sends letters to the individuals, inviting them to nominate candidates for the position.
 - 2. The search committee may choose to identify five potential minority and female candidates qualified for the position, known to them through professional activities. The Search Committee Chair sends a letter to the individuals inviting them to apply.

Note: The plan addresses equitable treatment of women and minorities. Minorities are defined as African Americans, Hispanic Americans, Asian Americans, and Native Americans, etc.

- C. The CHR office discusses the search and selection process, the importance of confidentiality, the nature of the committee and determines timelines for conducting the search.
- D. The CHR office discusses the requirements involving the posting of meeting notices before gathering, maintaining basic minutes, open meetings, and other aspects of Florida’s Open Meetings and Open Records Laws.
- E. All communications from the search committee should come from the Search Committee Chair or designee. The various correspondences should be developed in the beginning of the search process and must be copied/retained as part of the search file.

V. Advertising the Vacancy

In order to fill a vacancy, it must be advertised. Some exceptions to this rule are outlined earlier in Section II. Considerable latitude exists in how and where a position vacancy will be advertised since this is dependent on the level of the search (i.e., national or state), and on the perceived difficulty in locating suitable applicants. The content of the advertisement as well as the proposed journals of publication should be approved by the college equity advisor before any attempt at advertising is made. The following guidelines will be followed in the advertising of all benefits-eligible faculty positions:

- A. All position vacancies will be advertised for at least 14 days in the Careers at UF system. The CHR office will initiate this advertisement by following the instruction guide at: <http://hr.ufl.edu/learn-grow/just-in-time-training/myufl-toolkits/faculty-search-committee/>
- B. The College must advertise in at least two approved external sources and may advertise positions in publications and at other Colleges as appropriate. In order to recruit women and underrepresented minorities (URM), it is recommended that the search committee advertise in journals such as the National Dental Association Journal, Hispanic Dental Association, Academic Keys, Chronicle of Higher Education, and Inside Higher Ed. Additionally, the search committee should utilize strategies to include requesting diversity coaching from the Associate Provost for Faculty Development, attending diversity recruitment workshops, and/or include an external diversity advocate as a search committee member. Please contact the CHR office to obtain additional resources and strategies for recruiting a diverse applicant pool. Any recruitment strategies used to attract a diverse applicant pool should be included in the “Notes” section of the Careers at UF posting and in the final Faculty Compliance Report.
- C. A national search is required for an appointment to benefits-eligible faculty. The position vacancy will also be advertised in the following manner:
 - 1. Copies will be sent to major list-serves.
 - 2. Copies of the position vacancy announcement will be sent for posting to appropriate Universities, Colleges, and a number of predominately minority institutions.
 - 3. Position vacancies will be advertised in appropriate national academic journals, newsletters and list-serves. The selection of these national advertising sources will be the responsibility of the search committee, with review/approval by the Department Chair. The search committee will work closely with the chair of the hiring department, and every effort will be made to get input from the chair regarding this matter.
 - 4. The position may also be advertised in ways other than those listed above; please contact the CHR office for additional resources.
- D. All advertisements will include the language listed in Section II.
- E. The applicants will apply through the Careers at UF posting and attach their application materials and CV’s.
- F. Any changes in rank/title, FTE change, salary, etc. must be approved via a request to fill and reposted in Careers at UF for a minimum of seven days. All of these changes (with the exception of salary range) must be reflected in external advertisements as well and should be completed through the CHR office.

VI. Search Committee Action

- A. The search committee meets prior to the application deadline (or on the “initial review date”) to assess the success of the search to date based on the number and quality of applications received. During this meeting, the search committee must identify the method by which applicants will be reviewed, draft an interview schedule, and

determine whether or not alternative recruitment strategies need to be developed and implemented.

1. A criteria chart is developed by the Search Committee that directly reflects the minimum qualifications stated in the vacancy announcement. Note: Applications are not to be reviewed until the search committee has established the criteria chart.
 2. Often, the committee will meet on several occasions to screen the applicants. The first screening should involve determining whether or not individuals meet the minimum qualifications for the position. Subsequent screenings will become more difficult and qualitative. It is important to apply the same screening criteria to all candidates.
 3. A draft of the interview strategy/interview schedule is completed by the Search Committee.
 - Individual faculty and/or staff to meet with the candidate are identified.
 - Determine the number of meetings to be held.
 - Whether or not a presentation is required, and if so, a topic is chosen.
 - Identify which committee members will join the candidate for lunch and /or dinner.
 - Identify the materials and information that will be given to each candidate during the on-site interview.
 4. Questions to be asked of each top candidate during the preliminary telephone or video conference interview are determined by the Search Committee. This type of standardized interview questioning is commonly known as “Behavioral Interviewing.” For additional information and suggested interview strategies, contact the CHR office.
 5. Questions to be asked of applicant’s references are determined by the Search Committee. Note: Questions should be reviewed/approved by the CHR office.
- B. After the deadline has passed, the Search Committee Chair calls a committee meeting to discuss the applicants; it is highly recommended that committee members have started reviewing applications materials in relation to the criteria chart on their own in preparation for discussion during this meeting.
1. With large applicant pools, the committee chair notifies the committee every week of the status of the pool; so that the committee members will have sufficient time to thoroughly review the applications before the meeting.
 2. The committee analyzes applicant skills on the agreed upon criteria chart.
- C. Once the Search Committee agrees that there is a viable applicant pool and have identified individuals for a telephone or videoconference interview, a memo with the committee’s recommendation must be drafted and forwarded to the Department Chair and Dean for review/approval prior to scheduling the interviews.
- D. Telephone or videoconference interviews may be conducted with the top candidates by members of the search committee.

1. The purpose of the call is to verify continued interest and candidate suitability for interview.
 - Acquire any substantive information that may be helpful in determining the candidate's suitability.
 - Assess the candidate's interpersonal and communication skills (as best as can be done at a distance).
 - Acquire any substantive information that may be helpful in further narrowing the applicant pool.
 2. During this interview, candidates should be told that, should they be invited for an interview, their references will be verified.
 3. Committee members should not discuss interview plans or interview dates with the applicants at this point, but may inform them that they will be contacted by the CHR office on the status of the search.
 4. The Committee may interview by telephone or videoconference as many candidates as it deems necessary.
- E. As a result of the telephone or videoconference interviews, the Committee generally limits their interest, based upon the hiring authority's request, to between three and five candidates for which at least three references are contacted.
1. The same questions are generally asked of each reference. Clarification regarding specific candidates is permitted.
 2. References should be told that they may also be requested to send a letter of reference, at a later date.
 3. Only references listed by the candidate are to be contacted at this point in the search.
 - An immediate supervisor is preferred.
 - A professional colleague able to assess the candidate's direct applicability to the vacant position is sought.
 4. If the committee members decide they need to contact sources other than those provided by the candidate, the Search Committee chair will contact the candidate to request additional references.
 5. A synopsis of conversations with references is documented by those who make the calls and submitted to the Committee chair and CHR office. At least three documented reference checks are required for the final candidate.
- F. The committee prepares a recommendation for interview, in memo format, addressed to the appropriate Department Chair and Dean.
1. The memo should be accompanied by supporting documentation (i.e., application and reference materials).
 2. It should include a discussion of which applicants, if any, are recommended for interview and a list of strengths/weaknesses supporting the recommendation. Note: The memo should address any applicant who

appears on the criteria chart to be an obvious choice, but who is not being recommended for an interview.

3. The memo and supporting documentation are given to the CHR office; they are packaged and forwarded to the Department Chair and Dean for review/approval.
4. The Department Chair and Dean may accept the recommendations of the committee, may request that other candidates be brought in, may charge the committee to revise the search strategy and repost the position, or may ask that further reference checks on the other applicants be completed.

G. The search committee submits a final recommended interview schedule to the Department Chair, via the CHR office, to include:

1. The names of persons/groups recommended for inclusion in the interview schedule.
2. The names of the lunch and dinner guests.
3. Any pertinent information on the interview.
4. Preferred dates for interviews.
5. The search committee chair or CHR office makes arrangements for those aspects of the interview that the committee is responsible.
 - Taking the interviewee to and from the airport, hotel, and meals and interview sessions.
 - Having someone who will act in a leadership/facilitator role in each interview session.
 - Designating a committee member to collect all bills for batching and submission to the CHR office for reimbursement.
6. Compile a standard evaluation form for the in-person interview.

H. The CHR office prepares the final interview schedule and agenda distribution.

1. The CHR office, Committee Chair, and Department Chair approve the agenda.
2. The agenda, vacancy announcement, and the letter of application and resume of the interviewee are distributed.
3. The meeting rooms are reserved.
4. The CHR office contacts the interviewee to discuss travel arrangements, forwards an interview packet, and secures hotel reservations.

I. After all interviews are completed the committee decides whether or not candidates are an 'acceptable' hire for the position. Of great importance is the inclusion of a analysis of each interviewee's strengths and weaknesses for the position in question, and detailed justification for the recommendations.

1. The search committee meets to assess the candidates and to review any documents providing feedback on the candidates. Note: Faculty and staff

members participating in the interview are expected to complete an evaluation form after interviewing finalists to be submitted to either the CHR office or the search committee chair.

2. The Search Committee Chair submits a memo addressed to the Department Chair and Dean for review, outlining the strengths and weaknesses of each final candidate to aid in his/her decision-making. The recommendation is accompanied by any supporting documentation deemed necessary by the committee, as outlined above.

VII. Decision to Hire

Once the final candidate is selected by the Department Chair and Dean, the following steps should be completed:

- A. The CHR office will work with the Search Committee Chair to ensure all documentation has been included in the official search file.
- B. Prior to making a recommendation to the Dean, a discussion to hire at the appropriate professional level should take place, considering the candidate's education, experience, and criteria referenced in the College of Dentistry's Promotion and Tenure Guidelines. This may require a review by the College's Promotion and Tenure Advisory Committee. If the discussion of tenure upon appointment is addressed (at the rank of Associate Professor or above) for exceptional cases, the request and justification should be submitted in accordance with the University's Tenure and Promotion Guidelines.
- C. After reviewing the recommendation of the search committee, the Department Chair makes a recommendation to the Dean to accept, reject, or modify the committee recommendation. If accepted, the Department Chair or designee will complete any additional reference checks.
- D. The Department Chair will discuss the following items with appropriate administrators prior to developing a letter of offer: lab and/or office space, start-up package, and participation in faculty practice.
- E. The CHR office, Department Chair and Dean develop a letter of offer. The letter of offer must include language regarding obtaining an appropriate visa as necessary. Please check with CHR office regarding visa processing timelines. Then, the offer is made to the candidate by the Department Chair and Dean, contingent upon the completion of an approved background check and education transcripts/equivalency.
- F. The CHR office will initiate the appropriate background check, education verification and will contact Faculty Development Dual Career Services at this time, if applicable.
- G. Once the offer is accepted, the Department Chair and Search Committee Chair discharge the search committee and thank them for their service to the College.

- H. The search committee Chair notifies all remaining applicants that the position has been filled. CHR office dispenses applicants in Careers at UF.
- I. CHR office schedules appointment with the new faculty to complete hire paperwork, review orientation schedule, fringe benefits, etc.
- J. A hire ePAF is entered for the new hire by the CHR office.
- K. The Dean and/or Department Chair announce the new hire to the college.
- L. The CHR office works with the Department Chair, and Associate Dean for Faculty Affairs regarding new faculty orientation.

VIII. Access to Search Files

Documentation associated with the search is maintained in the CHR office. It is the responsibility of the Search Committee Chair to maintain all documentation during the search and forward all documentation to the CHR office upon completion of the search. The appropriate management of records can be complex. Current records management of personnel records can be found at: <http://cms.uflib.ufl.edu/records/Schedules>. Records should be maintained for four years by the college.

- A. Search files include original documentation associated with a search.
 - 1. Vacancy announcement and copies of external advertisements.
 - 2. Letters of application.
 - 3. Resumes, CV's, and other documentation submitted by candidates.
 - 4. Letters of reference and/or documented reference checks.
 - 5. All correspondence (to include emails).
 - 6. Confirmation that all applicants were given the opportunity to self-identify.
 - 7. The criteria chart and other notes as prepared by the search committee.
 - 8. Interview schedules for final candidates.
 - 9. Memos of assessment submitted to the search committee chair.
 - 10. Letter of recommendation from the Search Committee.
 - 11. Documentation to affirm the status of notification to applicants not chosen for interview.

- B. Due to the fact that much of the search file is comprised of original documentation it does not leave the CHR office, nor does any other original documentation associated with the search. Anyone with a need to review this material may do so by appointment in the CHR office.

IX. Responsibility

It is the responsibility of the CHR office to update and maintain this procedure consistent with current practices of the University Office of Human Resource Services and the Office of the Provost.

X. Recruitment Expenses

The Dean's office will financially support searches for tenure track and clinical (including contract supported) faculty as well as key administrative positions. This support is generally limited to \$5,000 per search. To stay within this limit, the following guidelines have been established. Should it appear that a successful search will require more than \$5,000 the Department Chair must obtain approval prior to incurring expenses. If not approved, the Department Chair may choose to fund recruitment expenses in excess of these guidelines using departmental funds. The CHR office will charge the recruitment expenses to the appropriate account(s). All receipts are due to the Accounting office within five days of the event.

University guidelines for expenditures and moving expenses may be found at:

<http://www.fa.ufl.edu/departments/payroll-tax-services/moving-expenses>.

A. Suggested Guidelines for Usual and Customary Expenses

1. Lodging reimbursement should be approximately \$140.00 per night.
2. Meal reimbursement is limited to the following. As per University policy, the College will not reimburse for alcohol. Reasonable alcoholic expenses will be reimbursed by UFF funds.

Breakfast: \$6.00

Lunch: \$11.00

Dinner: \$19.00

B. Expenses Which May be Reimbursed

Prospective employees may be reimbursed for the following expenses when the request is supported by original paid receipts up to the reimbursement limits detailed above.

1. Actual cost of transportation to and from the interview site, including local transportation. Expenses for personal automobile use or use of a rented automobile are limited to the amount authorized by the University's travel regulations. Airline reservations should be scheduled at least 14 days prior to the visit using economy class.
2. Actual cost of food and lodging.
3. Spouse or partner expenses for transportation, food and lodging. Spouse or partner visits should be limited to a follow-up visit (following the initial interview) once it is anticipated that a letter of offer will be extended. Additional expenses, related to transporting other family members are not reimbursable.
4. Suggested guidelines for usual and customary entertainment/interview expenses up to the limits detailed above for specific positions follow:

Assistant or Associate Dean/Administrative Director:

1. A luncheon or a dinner with the Search Committee.
2. A second luncheon or dinner with a maximum of five University hosts and spouse or partner.

3. A reception to enable the prospective employee to meet with the faculty/staff in the college.

Department Chairperson/Division Director/Program Director:

1. A luncheon or a dinner with the Search Committee, typically being four to six people.
2. A second luncheon or dinner with a maximum of three University hosts and their spouses/partners.

Other Faculty Members/Key Administrative Staff:

1. A maximum of two events, luncheon or dinner, with a maximum three University hosts and their spouses/partners.

D. Payment Procedure for Reimbursement of recruitment expenses

Please note the items that should not be paid from AEF funds, which may be found at the following link:

<http://www.fa.ufl.edu/directives-and-procedures/disbursements/#guidelines>

The CHR office should complete an AEF requisition with the appropriate signatures noting that it reflects recruitment expenses that are expected to be funded by the Dean's office. The signed form should then be forwarded to the CHR office for processing.

XI. Relocation Expenses

The Dean's office will reimburse certain relocation expenses for newly hired faculty and key staff, subject to the following guidelines. In general, moving expense reimbursement is limited to faculty positions. However, exceptions may be made for key TEAMS employees with prior approval from the Dean. Departments may choose to reimburse the moving expenses for Post Doctoral positions, though, these expenses will not be reimbursed by the Dean's office. Complete details of University policies and forms can be found at:

<http://www.fa.ufl.edu/departments/payroll-tax-services/moving-expenses/>.

A. Maximum Dean's Funds Available for Relocation Expense

1. The College of Dentistry limits the total amount of reimbursement of relocation to the actual cost of allowable expenses supported by original invoices **or** a maximum amount equal to one month salary, whichever is less. Any additional amount is paid by the Department. If the employee is paid both a contracted salary and an AEF supplement, the Department will be responsible for the same proportionate share of the relocation expenses. For example, if the total salary is to be \$100,000 with \$20,000 of it coming from an AEF supplement, then 20% of the relocation expense will be paid by the Department, pending departmental approval. Arrangements must take place within six months of hire date.

2. If the total cost exceeds the established limits as detailed above, the Department may pay the remainder or the new employee may be required to pay the difference. It is the responsibility of the Department Chair to negotiate this possibility with the applicant. In this instance, the Purchase Order will be for that portion of the fixed amount authorized by the Department. The employee must pay the difference between the amount authorized by the Department and the actual cost of the move when the household goods arrive at their destination.

B. Relocation Expenses Allowable for Reimbursement

University policy limits moving expenses to the cost of packing, shipping, and storage of household goods and reasonable expenses incurred for moving one automobile. Household goods are the personal effects and property of a current or prospective employee. Gross weight is the total weight of the truck and its contents.

C. Relocation Expenses **Not** Allowable for Reimbursement

1. Moving expenses are limited to personal effects, thus moving expenses as defined above do not include professional equipment and/or books necessary for job performance and housed at the University. Requests for moving laboratory equipment and professional books should be submitted on a separate requisition. Approximate value of items to be shipped should be indicated for insurance purposes.
2. Expenses associated with the personal movement of the employee or family members cannot be paid. Payment is limited to 15,000 lb. net weight unless approved by a Sr. Vice President.
3. Moving expenses do not include unpacking.

D. Categories of Covered Employees

Regular full-time tenure or clinical track faculty positions and regular full-time professional/administrative positions of Assistant Director or higher are covered.

E. Approval Authority

Prior approval is required for all authorizations to expend funds for the payment of moving expenses. A move of less than 15,000 pounds gross weight may be approved by the Director of Finance if approved in advance of the move. Approval of a move of more than 15,000 pounds gross weight must be approved by the Provost, Vice Provost, or a Sr. Vice President.

F. House Hunting Expenses

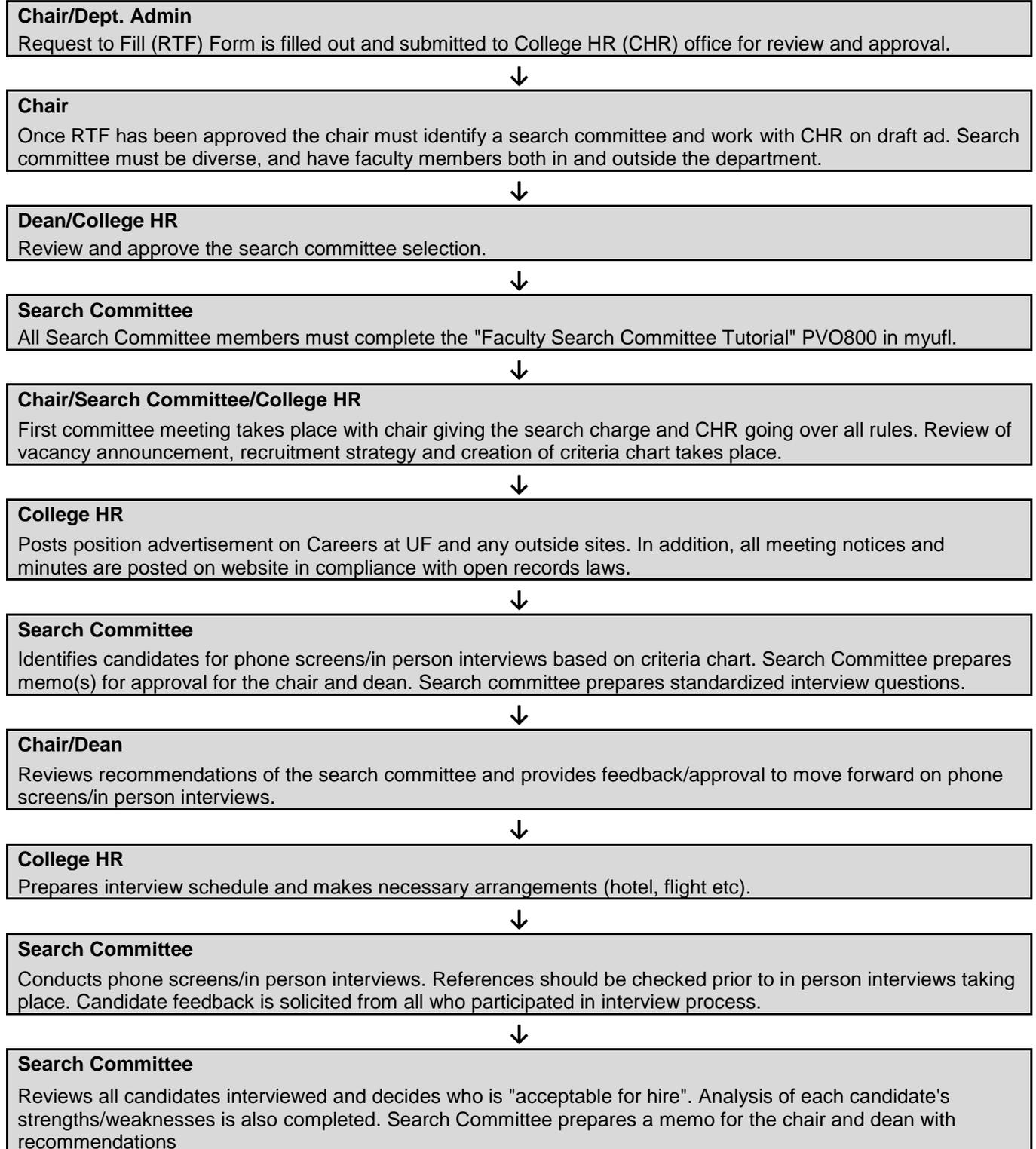
Expenses incurred for the purpose of locating housing may be reimbursed in addition to the one month salary limitation established above. Reimbursement is limited to expenses

incurred for one visit, not to exceed three days, for actual costs of transportation, meals and lodging for the employee and his or her spouse/partner.

G. Action by the Requesting Department

1. The Requisition must include detailed information regarding the move, i.e., place of origin, date of anticipated move, addresses, telephone numbers, and the name of the person to be contacted.
2. The Purchasing Division will prepare a bid or quotation, unless the move is by a vendor on annual contract.

FACULTY RECRUITMENT FLOW CHART



Chair/Dean

Reviews documentation from search committee and makes hiring decision. Dean has final decision to accept/reject or modify chair's decision.



Chair/Dean/College HR

Develop an offer letter and package.

Request to Fill a Faculty Line

Requesting Department/Division and Department ID #:	
Department Contact Person Name/Phone/Email:	
Position Title:	
Position Number:	
Type of Position (<i>Faculty, Adjunct Faculty, TEAMS, OPS, etc</i>):	
FTE:	
Projected hire date:	
Position Type (<i>New or Replacement</i>):	
If replacement, list previous incumbent:	
Proposed Salary or Salary Range:	
Base Salary Amount:	
AEF (at risk) Supplement Amount:	
Administrative Supplement (if applicable):	
Proposed Funding (<i>source of funds, percentages and grant/project number if applicable</i>):	
Please provide justification for your request to fill this position (<i>Why is this position important? How does it contribute to the mission? Why is it necessary to fill this position?</i>)	
Describe the principal duties of this position (<i>for faculty please include % teaching DMD, % teaching grad, dept. research, funded research, faculty practice, administration, service etc., for TEAMS please attach job description</i>)	
Was this position authorized in your departmental budget?	
Please indicate space needs (<i>office, research space, equipment, etc.</i>)	
<i>For Faculty:</i> Do you anticipate research start up funds? If so please estimate amount and provide a brief justification	

Approval:

Department Chair: Signature/Date

Director of SADS (if applicable): Signature/Date

Associate Dean for Research (if start up requested):
Signature/Date

Director of Finance: Signature/Date

Dean: Signature/Date
