Step-by-Step Guidance for Research Cluster Hiring  
(including hiring within the additional strategic investment areas chosen within the cluster process)  
2011-2012

UNT has implemented procedures for hiring faculty such that most of the process is now online. Processes for research cluster hires have some important differences (e.g. approvals by multiple chairs, multiple deans, AVPR Liaisons, etc.) that present additional challenges to the software controlling the flow of information that have not yet to be completely resolved. Please use the following as a guide for the cluster hiring process. However, expect changes as problems are fixed or new problems are identified.

Posting of the Position

Approval of Search

1. **Lead Dean and Cluster Coordinator**: receive memo from the Provost indicating that specific hiring may proceed and designation of the Lead Dean for the search
2. **Cluster Coordinator**: consult with Lead Dean and Thomas or Sewell (the cluster’s designated AVPR Liaison) concerning search committee chair
3. **AVPR Liaison**: grant approval for search committee chair after consultation with the Vice President for Research (VPR) and the Provost (Search Committee Chair: see #8.)
4. **Search Committee Chair**: in collaboration with Cluster Coordinator, prepare the VPAA-130 and VPAA-130a forms, available on the Provost’s website, [http://vpaa.unt.edu/forms-templates.htm](http://vpaa.unt.edu/forms-templates.htm). Make sure that “RESEARCH CLUSTER” is included in the justification box. (The recruitment plan, search committee, and advertisements are not required until later in the process.)
   a. Seek input from AVPR Liaison in preparation of forms as needed. (Given that the resources have already been discussed and are coming primarily from the central administration, fields associated with salary and startup funds should remain blank to be filled in later by the Provost’s office.)
   b. Obtain signatures of all relevant chairs and deans, including but not limited to the Lead Dean and the chairs and deans of potential home units for the hire
   c. Obtain signature of AVPR Liaison indicating all appropriate chairs and deans have signed
   d. Submit in hard copy to the Provost’s office
   e. Receive copy of signed VPAA-130 and VPAA-130a forms from Provost’s office

Posting of material online and approval of hiring plan

5. **Cluster Coordinator**: confer with Lead Dean and AVPR Liaison concerning desired (recommended) search committee composition
6. **AVPR Liaison**: provide feedback and approval of the search committee after consultation with the VPR and the Provost
7. **Approved Search Committee Chair**: obtain PeopleAdmin training (required to work with PeopleAdmin), if not already trained
8. **Provost’s office**: enter the approved search committee chairperson into the PeopleAdmin system as a “search committee chair” and initiate the posting with the VPAA-130 attached
9. **Search Committee:** prepare drafts of advertisements for the position (long ad, short ad, short-short ad, etc. These should be included in one file.)

10. **Search Committee Chair:** send electronic copy of ads (.doc file) to liaison AVPR Liaison and discuss any immediately-needed changes

11. **AVPR Liaison:** after the Search Committee Chair has made any changes discussed in previous step, send electronic copy of ads (.doc file) to the Office of Equity and Diversity (OED) for preliminary review

12. **Office of Equity and Diversity:** review preliminary advertisement copy and discuss any concerns or feedback with the AVPR Liaison

13. **AVPR Liaison:** Notify Search Committee Chair of OED feedback

14. **Search Committee Chair:** in consultation with liaison AVPR Liaison, incorporate preliminary feedback on the ads from the OED preliminary review

15. **Search Committee Chair:** enter the position data into the PeopleAdmin posting
   a. List search committee members
   b. Complete the position description and qualifications sections consistent with the advertisement text
   c. List recruiting anticipated venues
   d. Attach all advertisements (long ad, short ad, short-short ad, etc.)
   e. Specify required and acceptable documents for application

16. **Search Committee Chair:** initiate the approval workflow of PeopleAdmin by posting the position forward

17. **Cluster Coordinator:** obtain and document input/approval from all deans and chairs who were signatories on the VPAA-130a (step 4b), with the exception of the Lead Dean (who will approve separately)
   a. e-mail each relevant dean/chair requesting that she/he review the posting and e-mail you with approval or any requested changes
   b. Work with the Search Committee Chair to incorporate feedback, recirculating to the deans and chairs as changes are made
   c. Document the approval of all deans and chairs by completing and signing form VPAA-130b (available on the Provost’s website, [http://vpaa.unt.edu/forms-templates.htm](http://vpaa.unt.edu/forms-templates.htm))
   d. Attach the completed and signed VPAA-130b form to the posting
   e. Send the posting forward to the Lead Dean

18. **Lead Dean:** review. If changes are needed, send back to Search Committee Chair (process would start again at step 15). If acceptable, approve and send the posting forward to the AVPR Liaison.

19. **AVPR Liaison:** review current posting and all chair and dean comments/approvals. If approved, forward to OED. If more changes are required, send back to Search Committee Chair for changes and note whether recirculation through chairs and deans is needed

20. **Office of Equity and Diversity:** review. Send to Provost’s office if approved, or return to AVPR Liaison if more changes are required.

21. **Provost’s office:** post approved position on UNT’s publically accessible website; notify Search Committee Chair and AVPR Liaison that position is posted

22. **Research office:** update website on research.unt.edu that lists all open cluster positions

**Populating the Applicant Pool**

23. **Search Committee:** place ads to outside recruitment venue sites, listservs, journals, etc. (Get account number from Provost’s office.)
24. **Search Committee and Cluster Coordinator:** POPULATE THE POOL! Consult with the AVPR Liaison about other ways to generate interest in the search, such as conference recruiting, advisory committees, etc. (Expenses beyond that of a normal faculty search should be discussed with the AVPR Liaison *prior* to incurring the expense.)

25. **Applicants:** apply

**Review and Evaluation of Applicants**

26. **Search Committee:** review applicants and select desired interviewees
   a. Search Committee Chair: update applicants’ ‘status changes’ in PeopleAdmin to note where they are in the process (e.g., selected for on-campus interviews, alternate status, etc.)
      1. If phone/video interviews with subsets of applicants are desired by the Search Committee prior to selection of candidates for on-campus interviews, these may be conducted without formal approvals being circulated through the PeopleAdmin system. However, those applicants who are phone/video interviewed should have their statuses changed on PeopleAdmin to reflect their selection for phone or video interviews.

27. **Search Committee Chair:** e-mail a list of candidates that the search committee wants to invite for on-campus interviews to the Lead Dean and AVPR Liaison

28. **Lead Dean and AVPR Liaison:** Confer and discuss if there are any reservations about the potential interviewees; inform Search Committee Chair either to proceed or to reformulate the list

29. **Search Committee Chair:** update the status of all applicants in PeopleAdmin, noting which are recommended for on-campus interview, which are still under consideration (as “Alternate—Recommend Campus Interview” if the interviewed candidates cannot be hired) and which are no longer under consideration (“Not Selected”). Then send it (via PeopleAdmin) forward for approval.

30. **Cluster Coordinator:** obtain and document input/approval from all deans and chairs who were signatories on the VPAA-130a (step 4b), with the exception of the Lead Dean (who will approve separately)
   a. e-mail each relevant dean/chair requesting that she/he review the recommended on-campus interviewees and e-mail you with approval or any requested changes
   b. work with the Search Committee Chair and Search Committee to incorporate feedback, recirculating to the deans and chairs if changes are made
   c. document the approval of all deans and chairs by completing and signing form VPAA-130c (available on the Provost’s website, [http://vpaa.unt.edu/forms-templates.htm](http://vpaa.unt.edu/forms-templates.htm))
   d. Attach the completed and signed VPAA-130c form to the posting
   e. Send the recommendation forward to the Lead Dean

31. **Lead Dean:** review. If changes are needed, send back to Search Committee Chair (process would start again at step 26). If acceptable, approve and send the recommendation forward to the AVPR Liaison.

32. **AVPR Liaison:** review chair and dean comments/approvals. If approved, forward to OED.

33. **Office of Equity and Diversity:** review. If approved, update their statuses to “Campus Interview Approved” and notify Search Committee Chair, Cluster Coordinator, Lead Dean, and AVPR Liaison. If problems are identified that prevent approval, communicate with AVPR Liaison.

34. **Search Committee and Cluster Coordinator:** Once OED approves the proposed list, contact the interviewees and schedule campus visits.
Planning for and Conducting On-Campus Interviews

35. **Search Committee Chair and Cluster Coordinator:** Consult with the AVPR Liaison and Lead Dean in planning the interviewees’ schedules.
   a. In general, the following guidelines apply:
      1. In most cases, visits should be 2 days long
      2. Candidates should meet with the core cluster faculty
      3. Candidates should meet with leaders and faculty groups in likely home (primary or secondary) departments
      4. Junior candidates (likely Assistant Professor hires) should meet with the cluster’s AVPR Liaison, and may or may not meet with the VPR or Provost
      5. Senior candidates should meet with the VPR and the Provost, and may also meet with the cluster’s AVPR Liaison
      6. Dinners/receptions should be planned according to the level of the hire (receptions for high-profile senior candidates may require central coordination to ensure availability of appropriate administrators)
      7. Seminars/Talks should be scheduled with consideration to all units involved with the cluster

Recommendation for Hiring

36. **Search Committee Chair:** e-mail to the Lead Dean and AVPR Liaison the name of a candidate whom the search committee wants to recommend for hire

37. **Lead Dean and AVPR Liaison:** Confer and discuss if there are any reservations about the potential hire; inform Search Committee Chair either to proceed or to reformulate the recommendation

38. **Search Committee Chair:** ensure that the statuses of all applicants are up-to-date in PeopleAdmin, noting which applicant is being “Recommended by Search Committee Chair for Hire,” which would still be under consideration (as “Recommend for Alternate Hire” or “Alternate—Recommend Campus Interview” if the recommended candidate cannot be hired) and which are no longer under consideration (“Not Selected”). Then send it (via PeopleAdmin) forward for approval.

39. **Cluster Coordinator:** obtain and document input/approval from all deans and chairs who were signatories on the VPAA-130a (step 4b), with the exception of the Lead Dean (who will approve separately)
   a. e-mail each relevant dean/chair requesting that she/he review the recommended candidate and e-mail you with approval or requested change
   b. work with the Search Committee Chair and Search Committee to incorporate feedback, recirculating to the deans and chairs if a change is made
   c. document the approval of all deans and chairs by completing and signing form VPAA-130d (available on the Provost’s website, [http://vpaa.unt.edu/forms-templates.htm](http://vpaa.unt.edu/forms-templates.htm))
   d. Attach the completed and signed VPAA-130d form to the posting
   e. Send the recommendation forward to the Lead Dean

40. **Lead Dean:** review. If a change is needed, send back to Search Committee Chair (process would start again at step 36). If acceptable, approve and send the recommendation forward to the AVPR Liaison.

41. **AVPR Liaison:** review chair and dean comments/approvals. If approved, forward to OED.
42. **Office of Equity and Diversity:** review. If approved, update the status of the recommended candidate to “Cleared for Hire” and notify Search Committee Chair, Cluster Coordinator, Lead Dean, and AVPR Liaison. If problems are identified that prevent approval, communicate with AVPR Liaison.

### Negotiating an Offer

43. **Provost, VPR, Vice Provost for Academic Resources, Lead Dean, and AVPR Liaison:** Once a cluster candidate is cleared for hire, the Provost’s office will convene a *Red Team* to determine and define the parameters for negotiation with this specific candidate (who will be the lead negotiator; floor and ceiling for initial salary and startup offers, space parameters; etc.).

44. **Person Assigned as Lead Negotiator:** conduct negotiations within parameters. If the Lead Negotiator is someone other than the Lead Dean (a chair, for example), maintain consistent contact with Lead Dean throughout the process.

   *IMPORTANT: All persons NOT assigned as the Lead Negotiator must cease communication with the candidate from this point forward so as not to interfere with the negotiation process.*

45. **Lead Dean:** Maintain communication of negotiation status with AVPR Liaison. Consult with Provost, VPR, and AVPR Liaison if alteration of the negotiation parameters appears necessary.

46. **Lead Dean:** Construct an offer letter consistent with the negotiation process and the parameters approved. Send a draft of the offer letter to the AVPR Liaison.

47. **AVPR Liaison:** review the draft offer letter, consulting with the VPR and Provost as needed.

48. **Provost’s Office:** once the offer letter is deemed acceptable:
   - a. communicate the approval to the Lead Dean, Search Committee Chair, Cluster Coordinator, and AVPR Liaison
   - b. send the offer letter
   - c. communicate the candidates’ response to the Lead Dean, Search Committee Chair, Cluster Coordinator, and AVPR Liaison
   - d. update the candidate’s status in PeopleAdmin according to the response (“Offer Accepted” or “Offer Declined”)
   - e. If offer is accepted, conduct criminal history check. If cleared, update the candidate’s status in PeopleAdmin to “Hired”

### Once the Hire is Finalized

49. **Search Committee Chair:** update the status of any remaining non-selected candidates in PeopleAdmin (to “Not Selected”)
Appendices
Relevant Forms
(downloadable at http://vpaa.unt.edu/forms-templates.htm)

VPAA-130 ........ Faculty Recruitment & Selection Request Form
VPAA-130a ...... Signature Addendum
VPAA-130b ....... Multiple Unit Posting Approval Verification
VPAA-130c ...... Multiple Unit On-Campus Interview Approval Verification
VPAA-130d ...... Multiple Unit Hire Approval Verification
Section 1: Request for Authority to Initiate Search/Extend Appointment

☐ New Position  ☐ Replacement for: (Name & Rank) ______________________ who terminated on (Date): ____________

☐ Extend Recruitment of Req. #: __________________  ☐ Other:

☐ Extend Appointment for (Name & Rank): __________________________________ (complete Section 1 only)

Please provide a justification for the search (attach additional information if necessary)

Position Number (leave blank if new position): ____________ Base Dept #: ________ Department:

Title/Rank: ☐ Professor ☐ Associate ☐ Assistant ☐ Visiting: ____________ ☐ Librarian ____ ☐ Other: ____________

☐ Principal Lecturer  ☐ Senior Lecturer  ☐ Lecturer  Term Limits: ☐ One Year ☐ Multiple Year: ____ (# of years)

Appointment Term:  ☐ 9 months  ☐ 4.5 months  ☐ Other: __________________ FTE: ________ Probationary Years: __________

Building/Room #: Office ____________ Lab ____________ Expected Workload for First Year: Teaching: ___% Res/Sch: ___% Svc: ___%

Recruitment Start Date: ____________ Search Type: ☐ National ☐ State ☐ Local  Anticipated Hire Date: ____________

Current Budgeted Salary: $____________ Requested Salary: $____________ Net Budget Change: $____________

Source(s) with Amount for Budget Increase: ___________________________________________________________

Expected Commitments: (NOTE: All commitments are the responsibility of the college/school unless otherwise indicated and approved.)

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<th>Commitment Type (e.g. Start-up, Moving, etc.)</th>
<th>Details / Description</th>
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APPROVED?

☐ Yes ☐ No  Chair’s Signature/Date: _______________________

☐ Yes ☐ No  Dean’s Signature/Date: _______________________

☐ Yes ☐ No  Provost’s Signature/ Date: ____________________

Section 2: Request for Authority to Extend Offer of Appointment

To be assigned by Provost Office

EMPLID: ____________ EUID: ____________

Must activate EUID & set password at https://ams.unt.edu

Name: ____________________________________________

Social Security Number: ____________________________

Date of Birth: ____________________________ Is English the primary language? ☐ Yes ☐ No (if not, consult Policy 15.1.31.1)

Ethnicity: ☐ White ☐ Black ☐ Hispanic ☐ Asian/Pacific Islander ☐ American Indian ☐ Other  Gender: ☐ Female ☐ Male

Address: __________________________________________________________________________________

City, State, Zip: ____________________________________________________________

CIP Code: __________________ Citizenship Status: ☐ U.S. Citizen ☐ Permanent Resident ☐ Non-Resident: Visa Type:

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Personnel Data Materials Attached:

☐ Personal and professional vitae

☐Transcripts showing degrees granted

☐Offer letter

Please indicate any conditions of the offer that are different from Section 1 and the source of funds if applicable (attach additional information if necessary)

APPROVALS:  I certify that the evaluation process and hiring action was done in compliance with university policies and procedures and equal opportunity guidelines.

Chair’s Signature: __________________ Date: ____________ Dean’s Signature: __________________ Date: ____________

Provost’s Signature: __________________ Date: ____________
This addendum should be completed when a faculty line will or may reside in multiple units. Each unit involved should sign below to document the approval/disapproval. Attach additional VPAA-130a forms if more units are involved than fit on a single form.

**Department Name:**

**APPROVED?**

☐ Yes  ☐ No  Chair’s Signature: ___________________________ Date: ________________

☐ Yes  ☐ No  Dean’s Signature: ___________________________ Date: ________________

**Comments**

**Department Name:**

**APPROVED?**

☐ Yes  ☐ No  Chair’s Signature: ___________________________ Date: ________________

☐ Yes  ☐ No  Dean’s Signature: ___________________________ Date: ________________

**Comments**

**Department Name:**

**APPROVED?**

☐ Yes  ☐ No  Chair’s Signature: ___________________________ Date: ________________

☐ Yes  ☐ No  Dean’s Signature: ___________________________ Date: ________________

**Comments**

**Office of the Vice President for Research and Economic Development**

(required for Research Cluster and Strategic Investment Area positions)

**APPROVED?**

☐ Yes  ☐ No  Signature: ___________________________ Date: ________________

**Provost Office**

**APPROVED?**

☐ Yes  ☐ No  Signature: ___________________________ Date: ________________
Faculty Recruitment & Selection Request Form (VPAA-130b)

required only for research cluster and strategic investment area postings. This form should be completed by the cluster coordinator to verify that all deans and chairs relevant to a research cluster (or strategic investment area) position posting have reviewed and are in approval of the posting. Once completed, this form should be scanned and attached to the posting.

Name of Cluster Coordinator completing this form: ________________________________

Names of all chairs (and their department/division names) who were signatories on the VPAA-130a for this position:

Chair Name  Department/Division Name

Names of all deans (and their college/school names) who were signatories on the VPAA-130a for this position:

Dean Name  College/School Name

Each of the above-named persons have indicated their approval of the posting being forwarded.

☐ Yes  ☐ No

I have attached e-mails or other documentation of the approval expressed by each of the above-named persons.

☐ Yes  ☐ No
If no, explain:

Cluster Coordinator’s Signature: _____________________________  Date: ____________
Faculty Recruitment & Selection Request Form (VPAA-130c)

Multiple Unit On-Campus Interview Approval Verification

REQUIRED ONLY FOR RESEARCH CLUSTER AND STRATEGIC INVESTMENT AREA POSTINGS. This form should be completed by the Cluster Coordinator to verify that all deans and chairs relevant to a research cluster (or strategic investment area) position posting have reviewed and are in approval of the recommended on-campus interviewees. Once completed, this form should be scanned and attached to the posting.

Name of Cluster Coordinator completing this form: ________________________________

Names of all chairs (and their department/division names) who were signatories on the VPAA-130a for this position:

Chair Name  Department/Division Name

Names of all deans (and their college/school names) who were signatories on the VPAA-130a for this position:

Dean Name  College/School Name

Each of the above-named persons have indicated their approval of the current recommended on-campus interviewees.

☐ Yes  ☐ No

I have attached e-mails or other documentation of the approval expressed by each of the above-named persons.

☐ Yes  ☐ No
If no, explain:

Cluster Coordinator’s Signature: ________________________  Date: ___________
University of North Texas
Office of the Provost and Vice President for Academic Affairs
Faculty Recruitment & Selection Request Form (VPAA-130d)
Multiple Unit Recommended Hire Approval Verification

REQUIRED ONLY FOR RESEARCH CLUSTER AND STRATEGIC INVESTMENT AREA POSTINGS. This form should be completed by the Cluster Coordinator to verify that all deans and chairs relevant to a research cluster (or strategic investment area) position posting have reviewed and are in approval of the recommended candidate to be hired. Once completed, this form should be scanned and attached to the posting.

Name of Cluster Coordinator completing this form: ____________________

Names of all chairs (and their department/division names) who were signatories on the VPAA-130a for this position:

Chair Name    Department/Division Name

Names of all deans (and their college/school names) who were signatories on the VPAA-130a for this position:

Dean Name    College/School Name

Each of the above-named persons have indicated their approval of the current recommended candidate to be hired.

☐ Yes    ☐ No

I have attached e-mails or other documentation of the approval expressed by each of the above-named persons.

☐ Yes    ☐ No

If no, explain:

Cluster Coordinator’s Signature: ____________________ Date: __________