



Search and Selection Procedures for Faculty and Staff

(Approved by the President on July 30, 1999)

The University of Maryland Biotechnology Institute (UMBI) is committed to achieving excellence and diversity among its faculty and staff. We all share the responsibility to recruit, support, assist, mentor, and sustain high quality employees. Affirmative Action is a basic component of our hiring process, and efforts must be made to attract and recruit women and minority candidates. Even in those areas of UMBI where women and minorities are not underrepresented, the process must be followed to ensure continued representation in our work force.

It is essential for all parties to recognize that the UMBI faculty and staff are the core of the Institute in terms of the achievement of its mission and goals of research, education and training, and economic development. Therefore, UMBI search procedures are intended to result in the recruitment and subsequent appointment of highly qualified candidates.

The following Search and Selection Procedures for UMBI provide a framework for conducting searches fairly and uniformly. They are effective immediately. All searches must be conducted according to these procedures.

I. DEFINITIONS

- A. Academic Administrative Staff - Positions that include the words President or Vice President in the official payroll title, or any other administrative title designated by the President. Persons in these positions serve at the pleasure of the Appointing Authority.
- B. Adjunct Faculty - Salaried or honorary appointments of outstanding persons who may be simultaneously employed outside UMBI. The appointee should have expertise in the discipline and recognition for accomplishment sufficient to gain the endorsement of the preponderance of the faculty members of the Center to which he or she is appointed.
- C. Appointing Authority - The UMBI Center Director or Vice President who has authority to offer employment to a candidate. Such authority is delegated by the President. Any further designation by the Appointing Authority to offer employment must be made in writing.
- D. Center Faculty - Ladder-rank faculty appointed in UMBI's research centers.
- E. Certified Vitae - An up-to-date curriculum vitae of the final candidate with the following statement and the candidate's signature and date either typed on the first page or attached to the curriculum vitae as a separate page. **"I certify that this curriculum vitae is true and up-to-date."**
- F. Classified-Exempt Staff - Employees in positions whose titles were designated as Classified Staff titles under the old State Merit System.
- G. Exempt Staff - Employees in managerial, administrative or professional positions (formerly designated as Associate Staff or Academic Administrators in the former University of Maryland institutions), including vice presidents, vice chancellors, provosts, and academic deans.

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- H. Ladder-Rank Faculty - Employees in position titles Assistant Professor, Associate Professor, Professor, Assistant Professor (Non-tenured), Associate Professor (Non-tenured), and Professor (Non-tenured).
- I. Non-Exempt Staff - Employees whose positions are designated as Non-Exempt in the University of Maryland System Pay Plan for Non-Exempt Staff.
- J. Non-Tenure Track Faculty - Employees in these positions are not eligible to earn tenure in UMBI. Titles include Assistant Professor (Non-tenured), Associate Professor (Non-tenured), Professor (Non-tenured), Faculty Research Assistant, Research Associate and Senior Research Associate.
- K. System Affiliate Faculty - These titles are used to recognize the affiliation of a faculty member with a UMBI Center when that individual's appointment and salary lie in another institution of the USM.
- L. Tenure-Track Faculty - Employees in these positions are eligible to earn tenure in UMBI. Titles are Assistant Professor, Associate Professor and Professor.
- M. UMBI Affiliate Faculty - These titles are used to recognize the affiliation of a faculty member with a UMBI research center when that individual's appointment and salary reside in another center of the UMBI.

II. GENERAL GUIDELINES

- A. For any regular appointment of more than six (6) months duration and at least 50% of full-time, a search must be performed. An appointment of 50% or more that is initially made for six (6) months may be renewed once, for a total duration of twelve (12) months. Any renewal period must be filled through a competitive search. (See Procedures for Contingent Employment for Nonexempt and Exempt Employees.)
- B. For appointments of less than 6 months in duration and/or less than 50% of full-time, no search is required. (See Procedures for Contingent Employment for Nonexempt and Exempt Employees.)
- C. All advertisements and/or postings must be approved by the appropriate UMBI Appointing Authority or designee and the UMBI Assistant Vice President, Human Resources. A sample format for USM posting and a list of required elements for advertising are attached (Attachment A).
- D. All ladder-rank faculty positions must be advertised nationally. Non-tenure track faculty titles of Research Associate, Senior Research Associate and Faculty Research Assistant must be advertised within the University System of Maryland and through announcements sent to peer institutions and institutions that traditionally attract minority and female graduate students, and via available electronic media. It is recommended that such vacancies also be announced in professional publications, at national and/or regional professional organization meetings.
- E. The higher-level the position and the broader the scope of organizational duties and responsibilities, the wider should be the distribution of advertising.
- F. Upon completion of the search and before the appointee may be placed on payroll, the chair of the search committee or the person responsible for selecting the final candidate (Principal Investigator or Appointing Authority) shall forward all search materials to the designated Center Office or the Assistant Vice President for Human Resources for

Central Administration positions. These search materials must include all applications received (including copies distributed to the committee), the report of the search committee to the Appointing Authority, any notes or memoranda concerning the search, and copies of letters to candidates (rejection letters as well as offer letters). It is strongly recommended that rejection letters are sent only after completion of the search process and an offer has been accepted by the final candidate. The search files held by the Centers shall be available for audit at any time by the Assistant Vice President for Human Resources.

- G. All appointees must comply with the following:
 - 1. Provide proof of eligibility to work in the United States;
 - 2. Obtain and maintain a visa status that will permit their continued employment by UMBI, if applicable; and
 - 3. Provide verification of any required degree or certification.
- H. No initial appointment date may precede the date of the final written approval of the appointment by the required UMBI authorities.
- I. The Assistant Vice President for Human resources may at any time review any search in order to ensure compliance with all applicable policies and procedures.
- J. **NO APPOINTMENT SHALL BE APPROVED WITHOUT SUBMISSION OF THE APPROPRIATE SEARCH DOCUMENTATION TO THE ASSISTANT VICE PRESIDENT FOR HUMAN RESOURCES.**

III. FACULTY SEARCHES

A. General Procedures Governing Faculty Searches

There are three key principles that govern all UMBI faculty searches and appointments.

- 1. The appointment or promotion of faculty to tenure-track and ladder-rank non-tenure-track positions at all ranks, including adjunct appointments, is a matter of faculty concern and requires the involvement of faculty in the search and review processes. All recommendations for faculty appointments should document appropriate faculty participation in the development of the recommendation to appoint.
- 2. The President is the only administrative officer who may extend a letter of appointment to prospective faculty members. However, the President may delegate this authority to the Vice President for Academic Affairs with regard to appointments for tenure-track assistant professors and all non-tenure-track faculty appointments. The President has delegated authority to appoint Research Associates, Senior Research Associates and Faculty Research Assistants to the UMBI Center Directors.
- 3. The President is the only administrative officer who may approve appointments or promotions of faculty to tenured positions upon the recommendation of the appropriate Center Director, the appropriate peer review committees, and the Vice President for Academic Affairs.

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B. Tenure-track Faculty Searches and Appointments: Assistant Professor, Associate Professor and Professors

1. The tenure-track faculty position shall be established according to the UMBI Procedure on Creation of a New Position.
2. Authorization to conduct a faculty search must be obtained by the Center Director from the Office of the Vice President for Academic Affairs and the Vice President for Administration and Finance prior to initiating a search. If the proposed search is for a position that is to be a joint appointment, the authorization request and position requirements shall be endorsed by the director/department head of both units. The UMBI Request to Perform a Search ("Request Form," Attachment C) shall be used for this action.
3. The Vice President for Academic Affairs shall forward the Request Form and related faculty search material and information to the Assistant Vice President for Human Resources, who will review them for compliance with UMBI procedures. The Assistant Vice President for Human Resources may discuss the documents with the Vice President for Academic Affairs or Appointing Authority. The Request form and attachments will then be forwarded to the Vice President for Administration & Finance.
4. The Vice President for Administration & Finance or designee shall review the Search Request for budget compliance. The documents will then be returned to the Vice President for Academic Affairs, who shall provide final authorization to perform the search.
5. The Vice President for Academic Affairs shall return the original Request Form to the Assistant Vice President for Human Resources for the position files and copies to the Appointing Authority and Academic Affairs files.
6. After receiving authorization for a faculty search, the Center Director will convene the Search Committee, whose initial responsibility is to prepare the Search and Selection Plan for Faculty & Exempt Staff Appointments ("Search Plan," Attachment D) for the position. Ordinarily, a Search Committee will consist of five senior faculty (associate - full professors): three members from the research center conducting the search and the other two from other UMBI research centers and USM institutions. A good-faith effort should be made to include women and minorities in the search committee.
7. At a minimum the search must include the advertisement of available positions in the appropriate professional journals. Care should be taken to include Historically Black Colleges and Universities (Attachment E) with graduate programs in relevant fields and minority and women's professional organizations in the advertising plan. The Search Plan shall be reviewed by the Assistant Vice President for Human Resources for compliance with affirmative action/equal employment opportunity guidelines.
8. Each advertisement and/or announcement about the position must include the following statement: "UMBI is an Affirmative Action/Equal Opportunity Employer. Women, minorities, veterans and candidates with disabilities are encouraged to apply." At least one advertisement shall be at the national level. The UMBI Human Resources Office shall place ads in local newspapers (if requested on the Search Plan) and shall post the position throughout the USM. The UMBI Unit is responsible for placing approved ads in national journals and

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other publications. Advertising charges will be posted to the account number listed on the Search Plan.

9. The Search Committee shall notify each applicant that the application was received and shall ask the applicant to return an enclosed postage-paid UMBI EEO Reply Card (Attachment F, available from the UMBI Human Resources Office). The UMBI Human Resources Office will compile statistics on the candidate pool and will return a report to the Search Committee Chair.
10. The Search Committee shall review applications received for the position according to the Search Plan and shall invite a selected number of candidates for a personal interview. Candidates invited for interviews shall be required to submit a certified vitae.
11. The Search Committee shall then solicit letters of recommendation from the individuals listed as references by candidates chosen for further review and shall verify whether the candidates will be invited for interviews. For appointment at the rank of Assistant Professor, at least three external supporting letters should be secured. For tenured appointment at the rank of Associate Professor, at least six external supporting letters should be secured. For tenured appointment at the rank of Professor, at least eight external supporting letters should be secured.
12. Candidates invited for interviews with the Search Committee should also have meetings with the Center faculty and the Center Director. As part of the interview process, the candidate shall conduct a seminar and discuss with appropriate UMBI faculty his or her current and prospective research activities and scholarship. Candidates under final consideration for appointment at the rank of Associate Professor or Professor must have an interview with the Vice President for Academic Affairs and President.
13. Following the visits of the candidates, the Search Committee shall submit a report to the Center Director, and other unit administrators, if appropriate. The report shall include a synopsis of committee activities, its recommendation for action, an Affirmative Action Employment Report (Attachment B), the certified vitae, and the letters of recommendation solicited for the candidate.
14. The Center Director shall forward the Search Committee's report and the Director's recommendation for appointment to the Vice President for Academic Affairs. The Center Director's recommendation shall include an Authorization to Offer Employment form, the appointment conditions (faculty rank, recommended salary, and set-up costs for the recommended candidate) and the result of the center faculty vote on the top candidate. The Assistant Vice President for Human Resources shall review the file for EEO compliance.
15. If the recommended action is a tenured appointment, the appropriate tenure review process must be followed as detailed in the UMBI Appointment, Promotion and Tenure Procedures.
16. The Vice President for Academic Affairs shall review materials and recommendations submitted by the Center Director and shall forward a recommendation for appointment to the President. The President shall review the recommendation and forward a decision to the Vice President for Academic Affairs. The Vice President for Academic Affairs shall notify the Center Director

of the President's decision.

17. If the President approves the recommendation, a preliminary offer of appointment may be made to the candidate by the Center Director. The preliminary offer letter shall be approved by the Vice President for Academic Affairs, Vice President for Administration & Finance, and Human Resources Office and shall include a response deadline. Upon receipt of the written acceptance of the preliminary offer, the Center Director shall inform the Vice President for Academic Affairs, who shall prepare the standard official letter of appointment from the President and a Contract for Tenurable Faculty Positions (Attachment G). The official appointment letter shall refer to the details in the attached Faculty Contract as a legal and binding agreement between UMBI and the appointee.
18. Upon the receipt of the candidate's written acceptance of the faculty contract and official documentation of highest degree attained, the Vice President for Academic Affairs shall forward copies of the signed Faculty Contract and Appointment Letter and confirmation of the appointee's highest degree earned to the UMBI Human Resources Office.
19. The UMBI Center is responsible for coordinating completion of all employment forms and applicable benefits forms.
20. The Search Committee Chair shall send letters to candidates not chosen for the position. A sample letter is attached (Attachment I).
21. The Search Committee Chair shall forward all search materials as mentioned in section II.F. to the appropriate Center.

C. Non-Tenure Track Faculty Searches and Appointments: Assistant Professor (Non-tenured), Associate Professor (Non-tenured), Professor (Non-tenured)

1. Creation of and searches to fill these positions shall follow the procedures for Tenure-Track Faculty Searches and Appointments (above). The President has delegated authority to extend a letter of appointment to prospective ladder-rank non-tenure track faculty to the Vice President for Academic Affairs.
2. The contract for Non-Tenured Faculty Positions (Attachment H) shall be used for these appointments.

D. Adjunct, Affiliate or Visiting Faculty Appointments and Appointments as Professor of the Practice.

All such appointments shall be recommended to the Vice President for Academic Affairs through the following procedure:

1. Any person interested in becoming an Adjunct or Affiliate faculty member (a "nominee") shall submit a letter and certified vitae to the appropriate Center Director indicating interest in an adjunct or affiliate appointment and referencing the relevance of his or her research activities to the Center program(s). A UMBI faculty member may nominate a candidate, with his/her written consent.
2. Nominees shall have expertise in their disciplines appropriate to the level of the proposed appointment and a record of research accomplishments

commensurate with Center faculty of equivalent rank.

3. Nominees shall ordinarily present a seminar to or meet with the Center faculty, after which the Center faculty shall advise the Center Director of their recommendations on the appointment of the nominee as an adjunct or affiliate faculty member
 4. The Center Director shall forward a recommendation for an adjunct or affiliate appointment to the Vice President for Academic Affairs for review and approval. The recommendation shall include a general definition of adjunct or affiliate faculty obligations, term of appointment, renewal possibilities, the candidate's application or nomination letter, and certified vitae.
 5. The Vice President for Academic Affairs shall review the recommendation of the Center Director.
 6. If the Vice President for Academic Affairs approves the proposed appointment, he or she shall forward to the nominee an offer letter from the President and a contract for Non-Tenured Faculty Positions (Attachment H), including the details enumerated in the Center Director's recommendation.
 7. Adjunct and affiliate appointments shall not extend beyond the end of the fiscal year during which the appointment becomes effective and may be renewed for additional one-year terms as recommended by the Center Director to the Vice President for Academic Affairs.
- E. Non-Tenure Track Faculty Searches and Appointments: Faculty Research Assistants, Research Associates and Senior Research Associates
1. A non-tenure-track faculty position shall be created according to the UMBI Procedure to Create a New Position.
 2. The Principal Investigator or UMBI Appointing Authority seeking to hire an employee using these titles shall complete a UMBI Request to Perform a Search ("Request Form", Attachment C). Signature of the Unit's Fiscal Officer will confirm that funds are available for the salary and benefits indicated and that the position is appropriate according to the budget of the funding source.
 3. The Request Form, accompanied by a Search & Selection Plan for Faculty and Exempt Staff Appointments ("Search Plan," Attachment D) and an advertisement and/or vacancy announcement, shall then be forwarded to the UMBI Human Resources Office at least one week before the posting deadline. All advertisements and vacancy announcements must be approved by the UMBI Human Resources Office.
 4. The UMBI Human Resources Office will distribute the announcement within the USM and place advertisements in newspapers indicated on the Request Form. Advertising charges will be posted to the account number listed on the Request Form. UMBI Units are responsible for placing approved advertisements in national publications.
 5. The Search Committee, Appointing Authority or Principal Investigator (as appropriate) shall notify each applicant that the application was received and shall ask the applicant to return an enclosed postage-paid UMBI EEO Reply Card (Attachment F, available from the UMBI Human Resources Office). The

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- UMBI Human Resources Office will compile statistics on the candidate pool and will return a report to the Search Committee Chair, Appointing Authority or Principal Investigator.
6. The Search Committee, Appointing Authority or Principal Investigator shall review all applications. If the position being filled has impact wider than an individual research team, finalist applications should also be reviewed by other appropriate people within the Unit or by a search committee.
 7. If a Search Committee is used, the Search Committee Chair shall submit a report to the Appointing Authority. The report shall include a synopsis of committee activities, its recommendation for appointment, an Affirmative Action Employment Report (Attachment B), certified vitae, and any letters of recommendation or results of reference inquiries.
 8. Otherwise, upon selection of the final candidate, the Principal Investigator shall forward an Authorization to Offer Employment form, a draft offer letter, a draft Contract for Non-Tenured Faculty Positions (Attachment H), the candidate's certified vitae, and an Affirmative Action Employment Report (Attachment B) to the Appointing Authority.
 9. If the selection is approved, the Appointing Authority shall forward all documents to the UMBI Assistant Vice President for Human Resources.
 10. The above documents shall be reviewed for completeness and compliance with UMBI procedures by the Assistant Vice President for Human Resources. Upon approval, the Assistant Vice President for Human Resources shall forward the form to the Vice President for Administration and Finance.
 11. The Vice President for Administration & Finance shall review the file for budget compliance and any special budget/financial approvals, sign the Authorization to Offer Employment form and return the file to the Assistant Vice President for Human Resources.
 12. Upon final approval, the Assistant Vice President for Human Resources shall return copies of the Authorization to Offer Employment, the approved draft contract, and the approved draft offer letter to the Appointing Authority.
 13. Once signed by the appointee, the original contract shall be returned to the Appointing Authority for submission to UMBI's Human Resources office with the appropriate payroll materials. A copy of the completed contract and curriculum vitae will be sent to the Vice President for Academic Affairs.
 14. No offer may be made to a candidate without the written approval outlined above in items # 9, 10, 11 and 12 above.
 15. The Search Committee Chair, Principal Investigator or Appointing Authority shall send letters to candidates not chosen for the position. A sample letter is attached (Attachment I).
 16. Research Associate and Faculty Research Assistant appointments may be made for no more than 12 months at a time, but the appointment may be renewed. According to the USM Policy on Appointment, Rank and Tenure (ART Policy) and the UMBI Procedures for Appointment, Promotion and Tenure Procedures (APT Procedures), Research Associate appointments may

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be renewed for a maximum of six (6) years. The ART policy does not set a limit on the number of years for which a Faculty Research Assistant or Senior Research Associate appointment may be renewed.

17. No annual appointment on state funds may extend beyond the current fiscal year.
18. The Search Committee Chair, Principal Investigator, or Appointing Authority shall forward all search materials as mentioned in section II.F. to the appropriate Center office.

IV. EXEMPT STAFF SEARCHES

- A. An Exempt Staff position shall be created according to the UMBI Procedure on Creation of a New Position.
- B. An Appointing Authority or Principal Investigator wishing to hire an employee at the Exempt Staff level shall complete a UMBI Request to Perform a Search ("Request Form," Attachment C) and a Search and Selection Plan for Faculty and Exempt Staff Appointments ("Search Plan," Attachment D). A Principal Investigator shall submit both forms to the Appointing Authority. Signature of the Unit's Fiscal Officer on the Request Form will confirm that funds are available for the salary and benefits indicated and that the position is appropriate according to the budget of the funding source.
- C. The Request Form, the Search Plan and an advertisement and/or vacancy announcement shall be forwarded by the Appointing Authority to the UMBI Human Resources Office at least one week before the posting deadline. All advertisements and vacancy announcements must be approved by the UMBI Human Resources Office.
- D. The UMBI Human Resources Office will circulate the vacancy announcement (Attachment A) within the USM and place advertisements in local newspapers as indicated on the Request Form. The UMBI Unit is responsible for placing approved ads in national journals or other publications. Advertising charges will be posted to the account number listed on the Search Plan.
- E. The Search Committee, Appointing Authority or Principal Investigator shall notify each applicant that the application was received and shall ask the applicant to complete and return an enclosed postage-paid UMBI EEO Reply Card (Attachment F, available from the UMBI Human Resources Office). The UMBI Human Resources Office will compile statistics on the candidate pool and will return a report to the Search Committee Chair, Principal Investigator or Appointing Authority.
- F. The Search Committee, Principal Investigator, or Appointing Authority shall receive and review applications and interview a selected number of finalists.
- G. If a Search Committee is used, the Search Committee Chair shall submit a report to the Appointing Authority. The report shall include a synopsis of committee activities, its recommendation for appointment, an Affirmative Action Employment Report (Attachment B), certified vitae of the selected candidate, and any letters of recommendation or results of reference inquiries.
- H. If no Search Committee is used, upon selection of the final candidate, the Principal Investigator shall forward to the Appointing Authority an Authorization to Offer Employment form, a draft offer letter (see sample letter, Attachment J), the candidate's certified vitae, and an Affirmative Acting Employment Report. Upon approval, the

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Appointing Authority shall forward the above documents to the UMBI Human Resources Office.

- I. If the Appointing Authority makes the final selection, he or she shall compile the documents as in H above and send them to the Assistant Vice President for Human Resources.
- J. The Assistant Vice President for Human Resources shall review the package, sign approval or disapproval, and forward the package to the Vice President for Administration & Finance.
- K. The Vice President for Administration and Finance shall review the package, sign the Authorization to Offer Employment form, and return the package to the Assistant Vice President for Human Resources.
- L. The Assistant Vice President for Human Resources shall return a copy of the approved Authorization to Offer Employment form and an approved offer letter to the Appointing Authority. The official offer letter shall be signed by the Appointing Authority.
- M. No offer letter may be made to a candidate without the written approval outlined above.
- N. The Appointing Authority shall send letters to candidates not chosen for the position. A sample letter is attached (Attachment I).
- O. The Search Committee Chair , Principal Investigator or Appointing Authority shall forward all search materials as mentioned in section II.F. to the appropriate Center office or the Assistant Vice President for Human Resources for positions in UMBI Central Administration.

V. Non-Exempt and Classified-Exempt Staff Searches

- A. A Non-Exempt or Classified-Exempt staff position shall be created according to the UMBI Procedure on Creation of a New Position.
- B. UMBI performs searches to fill Non-Exempt and Classified-Exempt Staff vacancies through the University of Maryland College Park (UMCP) or University of Maryland, Baltimore (UMB) Employment Office ("Employment Office").
- C. An Appointing Authority seeking to hire an employee at the Non-Exempt or Classified-Exempt Staff level shall complete the appropriate Personnel Requisition (Attachment K) as well as a UMBI Request to Perform a Search ("Request Form", Attachment C). Signature of the Unit's Fiscal Officer on the Request Form will confirm that funds are available for the salary and benefits indicated and that the position is appropriate according to the budget of the funding source.
- D. The Personnel Requisition and the Request Form shall be forwarded to the UMBI Human Resources Office at least one week before the posting deadline. All advertisements and vacancy announcements must be approved by the UMBI Human Resources Office.
- E. The UMCP or UMB Employment Office will be asked to include the opening in the periodic listing of jobs which is circulated within those institutions as well as to state job service offices and veterans and minority organizations. The UMBI Human Resources Office will circulate the vacancy announcement within the USM.

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- F. The Appointing Authority shall receive a List of Eligible Candidates (List of Eligibles or Referral & Selection List) from the Employment Office that posted the vacancy. The Appointing Authority shall follow the instructions provided with the List by the Employment Office. A good-faith effort must be made to contact all applicants on the List.
- G. If a Search Committee is used to screen applications and perform interviews, the Search Committee Chair shall forward a report of the committee to the Appointing Authority, including a synopsis of committee activities and a list of recommended candidates ranked as requested by the Appointing Authority.
- H. Upon selection of the final candidate, the Appointing Authority shall forward to the Assistant Vice President for Human Resources an Authorization to Offer Employment form, a copy of the candidate's application, a copy of the coded and signed List of Eligibles and a draft offer letter. A sample offer letter containing mandatory language is attached (Attachment L).
- I. The Assistant Vice President for Human Resources shall review the documents, sign the Authorization to Offer Employment form, and forward the file to the Vice President for Administration & Finance.
- J. The Vice President for Administration & Finance shall review the documents and sign the Authorization to Offer Employment form. The file shall be returned to the Assistant Vice President for Human Resources.
- K. The Assistant Vice President for Human Resources shall return a copy of the approved Authorization to Offer Employment and approved offer letter to the Appointing Authority.
- L. The Appointing Authority shall send the official offer letter to the approved candidate.
- M. No Non-Exempt or Classified-Exempt Staff candidate may begin work until the List of Eligibles has been returned to the originating Employment Office.
- N. Upon receipt of acceptance of the offer of employment by the chosen candidate the Appointing Authority shall send letters to candidates not chosen for the position. A sample letter is attached (Attachment I).
- O. Coding of the List of Eligibles shall be completed and the form shall be returned to the originating Employment Office: Lists generated by UMB employment shall be sent directly to that office by the Appointing Authority. Lists generated by the UMCP Employment Office shall be sent to the Assistant Vice President for Human Resources.
- P. The Search Committee Chair shall forward all search materials as mentioned in section II.F. to the appropriate Center office or the Assistant Vice President for Human Resources for positions in UMBI Central Administration.

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Attachments

- A Posting format and advertising elements
- B Affirmative Action Employment Report
- C Request to Perform A Search
- D Search and Selection Plan for Faculty and Exempt Staff Appointments
- E List of Black Colleges and Universities
- F EEO Reply Card
- G Sample Tenurable Faculty Offer Letter and Contract
- H Sample Non-Tenured Faculty Offer Letter and Contract
- I Sample Rejection Letter
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