

VCU

**Search Process
Handbook**

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Introduction

The Search Process Handbook is designed to enhance the efforts of Virginia Commonwealth University in promoting and achieving equal employment opportunity through aggressive affirmative action programs. The university is morally and legally committed to increasing the workforce diversity of women, minorities (e.g., Asians, African Americans, Hispanics and Native Americans), persons with disabilities and veterans where underutilization exists. To aid you in the interpretation of these procedures, Appendix A provides appropriate definitions of terms used in this document.

These procedures are to be utilized by all units to recruit for vacant faculty positions. Waiver requests will be granted only in certain instances where specific criteria are met. See "Waiver Requests" section.

Revisions have been made to strengthen the procedures and to assist search committee chairpersons in the documentation process. Certain administrative positions require specific actions as a result of the revised procedures. Suggestions to aid search committees in recruiting minorities and women, conducting telephone interviews and reference checks, and reopening or extending a search have been incorporated. Examples of all revised forms to be used in the search process are provided in the Appendices.

All search packages require review and approval prior to an appointment offer being made. Search packages for positions on the Academic Campus must be forwarded directly to the Office of EEO/AA Services, 901 W. Franklin St., Room 114, for review and recommendation to the Provost and Vice President for Academic Affairs. Packages for positions on the Medical College of Virginia Campus must be forwarded directly to the Office of the Vice President for Health Sciences located at 1010 E. Marshall St.

In addition to this Search Process Handbook, another resource essential to successful recruitment of a diverse faculty and staff at VCU is "Strategies for Successfully Recruiting and Hiring Minority Faculty Members" on the EEO/AA Web site at <http://www.vcu.edu/eeoaa>.

Additional information concerning the required procedures may be obtained from the Office of EEO/AA Services at (804) 828-1347/TTY (804) 828-1420.

Overview of Recruitment Process

The steps outlined below summarize the recruitment process in chronological order. As soon as a recruitment opportunity becomes available to the department/unit:

1. Complete the Request to Recruit form (PTR-1) and forward to appropriate vice president for signature. (Page 5)
2. Determine if special steps outlined for positions at specific levels need to be taken. (Page 3)
3. Establish a diverse search committee which must include men, women and minorities. Maintain proper documentation. (Page 5)
4. Prepare a position description and qualifications to be incorporated into advertisements and announcements. Include required EEO/AA statements. (pages 5-6)
5. Complete Part I of the Faculty Position Notice (FRP-1) and forward to EEO/AA Services with a copy of the approved Request to Recruit, list of search committee members and proposed advertisement. Include a detailed job description, if available. (Page 6)
6. Upon approval by EEO/AA Services, **the department must place advertisements in publications targeted to specific discipline(s) and initiate specific steps to recruit women and minorities. The department must submit the position electronically for posting on the Web site.** In addition, all approved internal searches must be placed electronically on the Web site. There is a place on the form for you to indicate if it is a national, regional or internal search. Access: <http://www.pubinfo.vcu.edu/facjobs/dataentry.asp>. EEO/AA Services will review the ad prior to publishing on the Web site. (Page 7)
7. Forward the Application Acknowledgement and Affirmative Action Data Request card (FRP-2) to each applicant. The card will be returned directly to EEO/AA Services. (Page 8)
8. Complete the Summary of Candidate Evaluations (FRP-3), providing detailed information for each candidate. (Page 8)
9. Ensure that **the successful candidate** completes the Verification of Credentials form (FRP-6) and the department verifies the credentials. (Page 9)
10. When interviews have been completed, **prior** to a job offer being made, submit the Search Process Checklist (FRP-4) and required documentation to EEO/AA Services or the Office of the Vice President for Health Services for Approval. (Page 9)

Contents must include:

 - completed Faculty Position Notice (FRP-1), Parts I & II
 - list of search committee members and appropriate data
 - copy of position description and qualifications
 - copies of **all** ads, announcements, flyers, etc., from publications and Web sites
 - completed Summary of Candidate Evaluations (FRP-3) detailing departmental actions
 - vita(e) of **all** candidates selected for interview (Include interview itineraries for all positions at the department head level and above.)
 - copy of Verification of Credentials (FRP-6) form for successful candidate
 - approved Request to Recruit (PTR-1)
 - approved Waiver Request (FRP-5), if applicable
11. Once approval has been obtained and the job offer has been made and accepted, complete Part III of the Faculty Position Notice (FRP-1). **Forward to EEO/AA Services to conclude the search** and remove the position from the VCU Faculty Web site. Maintain a copy in the permanent search file. (Page 10)
12. Notify all candidates that the search process has been completed. (Page 10)
13. Maintain all search documentation for a minimum of three years from the effective date of appointment. (Page 10)

Reminder: If the hiring department fails to follow established EEO/AA Services procedures, the unit will be required to readminister the search.

Types of Positions

All vacant instructional and administrative/professional faculty positions are governed by the general requirements of these procedures. Specific requirements applicable to recruiting candidates for specific categories follow.

1.1 Interim or Acting Appointments

All interim or acting appointments are considered temporary and normally do not extend beyond a one-year period. Appointments of this nature may be made in one of two ways. Either the hiring authority directly names an existing faculty member to the position or conducts an internal search. **All direct appointments require submission of the Waiver Request form (FRP-5) prior to the effective date of the action.**

If an internal search is conducted, the hiring authority, in lieu of external advertising, must post the position electronically with the Office of EEO/AA Services. Access: <http://www.pubinfo.vcu.edu/forjobs/dataentry.asp>, indicating at the appropriate field that it is an internal search. EEO/AA Services will review the ad prior to publishing on the Web site. All faculty members within the school/unit must be given written notification of the availability of the appointment, in order to provide each an opportunity to express interest. All other requirements of the search and selection process must be adhered to as outlined in this document.

1.2 Vice Provost and Vice Presidents

Full search procedures apply when making appointments at these levels. The president or provost must appoint a search committee. An internal search may be conducted at the discretion of the president and the provost.

1.3 Assistant/Associate Vice Provosts and Vice Presidents

Vacancies at these levels may be filled in one of two ways — internal search or national search. When an internal search is to be conducted, formal written announcements, in lieu of national advertisements, **must** be provided to all faculty members and administrators to give them an opportunity to apply for the position, and it must be posted on the Web site indicating it is an internal search. Additionally, all other requirements of the search and selection process **must** be adhered to as outlined in this document.

1.4 Deans

A national search is required for all appointments at the level of dean. The provost or vice president for health sciences may serve as co-chair of the search committee. After professional credentials of candidates are reviewed and references of the best qualified candidates are consulted, a limited number of candidates are to be invited for on-campus interviews.

Upon completion of this process, the provost or vice president for health sciences shall seek agreement with the committee and other individuals involved in the interview process on the candidate(s) to be recommended. The recommendation will be discussed with the president and a decision made. The completed search package **must** be approved **prior** to a formal employment offer being made.

1.5 Assistant or Associate Deans

When a position is available at the level of assistant or associate dean, it may be filled through an internal search or a national search. When a search is initiated all search and selection procedures outlined in this document will apply. The dean may serve as chair of the search committee.

When an internal search is to be conducted, formal written announcements must be provided to department heads, chairs and faculty members within the school who must be given an opportunity to apply for the position, as well as posting electronically on the Web site. All other requirements of the search and selection process will apply.

1.6 Department Heads, Chairs, Directors and Division Heads

When a vacancy occurs, the dean or administrator will appoint the chair of the search committee. The chair of the committee will meet with the dean to determine appropriate conditions of the position, such as rank and available resources. The dean

also should share with committee members a realistic assessment of the college/school and university commitment to the department and its purpose.

The position must be nationally advertised as described in this document, unless the dean and the committee agree that the position should be considered a promotional opportunity restricted to candidates from within the department. Such a decision should be made **only** in a department that has a diverse and well-qualified candidate pool within its own ranks. The decision may be influenced by the lack of a vacant faculty position in the department or division.

If an internal search is initiated, a formal written announcement of the availability of the position **must** be provided to all departmental faculty members, and it must be placed electronically on the Web site. All other requirements of the search and selection process must be followed in order to gain search approval from the provost or vice president for health sciences. Additionally, existing school or departmental by-laws or governing documents may exist, which may influence this process.

Once selected internal and external candidates have been interviewed, the search committee will seek advice from those who met with the candidates and will make its recommendations on the preferred candidates to the dean or administrator. The successful candidate shall be appointed by the dean or administrator **after** formal approval of the search package has been obtained.

1.7 Full-Time Instructional, Administrative and Professional Faculty

All full-time positions in the instructional (teaching and research), administrative and professional faculty categories must be filled by conducting a national search as outlined in these procedures, unless a waiver request has been granted. Positions included in these categories are those occupying a 1.0 FTE and assigned an "F," "FA," "G," "GA" position number and occupying faculty titles or ranks ranging from lecturer to full professor.

1.8 Faculty Assigned Additional Responsibilities

In cases where an existing faculty member is assigned additional responsibilities that constitute an enlargement of his/her current position, change in job title and/or a salary increase, a national search **is not** required. In such instances, the hiring authority **must** complete the Waiver Request form (FRP-5) and forward it to the Office of EEO/AA Services (Academic Campus) or the Office of the Vice President for Health Sciences (MCV Campus).

Once approval has been granted, the hiring authority may proceed with offering the new assignment to the selected individual. **Retroactive appointments are not permitted.**

1.9 Research Assistants and Research Associates

Research assistant and research associate positions are to be filled by conducting a national search as outlined in these procedures. However, there may be instances where specific requirements or duration of the position constitute a need for a regional, state or local search. In such cases, the department must complete a Waiver Request form (FRP-5) and provide detailed justification for the request. Once approval has been granted, appropriate recruitment action can be initiated.

2.0 Postdoctoral Employees With J-1 Visas in Research Positions

Only those individuals identified as postdoctoral employees with J-1 visas may be placed in research associate or research assistant positions for a period of two years as a result of an automatic waiver process previously approved by university administration. Appointment for a third and final year may be requested by completing a Waiver Request form (FRP-5) and forwarding it to the Office of EEO/AA Services or the Office of the Vice President for Health Sciences.

Reminder: Procedural requirements have been revised in such a way as to allow flexibility and promote equal opportunity / affirmative action within the appointment process. Any variation from these procedures must be presented on the Waiver Request form (FRP-5) and approved by the Office of EEO/AA Services or the vice president for health sciences prior to initiating recruitment or appointment action.

Requesting Approval to Recruit

All units must complete the "Request to Recruit" form (PTR-1) and forward it to the appropriate vice president prior to initiating the search process. This will ensure that funding is available and the department or unit has approval to begin the recruitment effort. (Appendix B.) Please attach the Request to Recruit form to the documents forwarded to the EEO office to initiate the search.

Establishing a Search Committee

The hiring official (administrator/dean/department head) must select search committee members as soon as it becomes known that the department has a recruitment opportunity. The search committee must include men, women and minorities, (e.g., African Americans, Asians, Hispanics, Native Americans). Where none are available from within the department/unit, individuals from other departments or from outside the university are to be invited to serve on the search committee. Graduate students, adjunct faculty members and undergraduate students may be asked to serve when appropriate. Once the committee has been established a list of members must be compiled and included in the search documentation. The list must include the following information on each member:

- Name
- Title/rank
- Race
- Gender
- Disability (if known)

All search committee members should be thoroughly familiar with the details of the search process. To ensure such familiarity, the search committee should consult the Office of EEO/AA Services on recruitment strategies and the selection of candidates.

Reminder: Steps should be taken by the search committee chair to ensure that activities and discussions held within the confines of the search committee remain confidential at all times.

Developing a Position Description

One of the most important tasks of the department and/or search committee is to draft a position description which outlines the duties and responsibilities of the position as well as the expectations of the department. The position description should include: 1) position title, 2) rank, 3) major duties to be performed, i.e., courses to be taught and administrative tasks to be performed, 4) required and preferred qualifications, including experience or potential for working in a culturally diverse community, and 5) salary range, if known. This detailed information should be provided to each applicant invited to campus for an interview.

Determining Position Requirements

It is extremely important to determine precisely what knowledge, skills and abilities are needed to accomplish the tasks inherent in the position. Note that criteria not specified within the position qualifications cannot be used to reject candidates.

Qualifications should be clearly stated and should include experience or potential for working in a culturally diverse community, the level of education, i.e., required or preferred degree; level and years of teaching and/or administrative experience required; desired level of research, publications and/or exhibits; and, other expectations germane to the position, i.e., technical skills, oral and written communications skills, interpersonal skills, demonstrated ability to raise external funds, etc.

The committee can guard against the subtleties of discrimination by providing as much flexibility in the position description and qualifications as the mission of the department/unit can allow, thereby increasing the possibility of encouraging a diverse applicant pool. Special consideration should be given, however, to ensuring that the qualifications are not so vaguely worded as to generate a large pool of applicants who do not possess the required or desired knowledge, skills and abilities to perform the job. Additionally, position descriptions and qualifications should not be written in such a narrow manner as to give the perception of preselection or result in an unsuccessful search.

Reminder: Reasons for nonselection must be based on the objective position requirements as advertised. Appropriate documentation supporting reasons for nonselection must be maintained to support nonselection code choices(s).

Advertising

All full-time instructional and administrative faculty positions must be posted on the University Faculty Vacancy List. Part I of the Faculty Position Notice (FRP-1) must be completed for each vacant position. A copy, along with the position description, and a copy of proposed ad and/or announcement, must be forwarded to the Office of EEO/AA Services prior to placing advertisements or distributing announcements. (Appendix C)

All ads should include language that reflects an important element of VCU's mission and goals:

"to value and promote... diversity in its student body, faculty, administration and staff to enhance and enrich the university" (VCU Undergraduate Bulletin, 2004-2005, p.2). Example: VCU is an urban, research I extensive institution with a richly diverse university community and commitment to multicultural opportunities.

All ads and announcements must contain the required equal opportunity / affirmative action statements as indicated below:

" Virginia Commonwealth University is an equal opportunity / affirmative action employer. Women, minorities and persons with disabilities are encouraged to apply. "

EEO/AA Services will review the proposed advertisement and acknowledge receipt and approval of the forms. Additionally, the department must submit the position information electronically for posting on the faculty vacancy Web site. The appropriate form is located at <http://www.pubinfo.vcu.edu/facjobs/dataentry.asp>. EEO/AA Services will review the data prior to publishing on the Website.

All full-time positions must be advertised in national publications, including at least one targeted to women and minorities, for a minimum of thirty (30) days, unless otherwise noted in this document. (Exceptions are made only in instances where a Waiver Request has been specifically approved for a shorter duration.) In selecting advertising sources, the following should be considered:

- professional journals, especially those targeted to women and minorities
- newspapers that are circulated in regions having high minority populations
- colleges and universities with high minority and/or female enrollments
- comparable departments in other universities

Documentation of all recruitment efforts and copies of all ads and announcements must be maintained. Refer to Appendix D for list of suggested recruitment sources.

Recruiting Women and Minorities

Each unit is responsible for assuming an active role in the recruitment of qualified women and minorities. To increase representation from the protected groups, the following suggestions are offered:

- Utilize “Strategies for Successfully Recruiting a Diverse Faculty” on the EEO/AA website to guide the search process. Contact VCU’s Office of Institutional Diversity for additional resources.
- Forward copies of vacancy announcements to other universities, including those with high minority and/or female enrollments.
- Contact professional organizations for women and minorities to request referral of potential candidates.
- Contact professional colleagues at VCU and other institutions, government agencies, private industry or foundations to solicit names of potential candidates.
- Invite women and minorities who have performed successfully as lecturers, adjunct or part-time instructors, or research associates in the department to apply.
- Attend conferences that attract large numbers of potential minority and female candidates. Post vacancy announcements at these locations.
- Provide information to the national professional organizations of current VCU faculty members.
- Obtain mailing lists of professional national organizations and forward announcement to each member, soliciting applications.

Reminder: In the event that the Office of EEO/AA Services determines that underutilization of women and/or minorities exists, the unit will be required to initiate significantly greater efforts to attract qualified members of the protected group(s) into the applicant pool.

Extending a Search

A search may be extended for the purpose of increasing the number of qualified women and minorities in the applicant pool and in cases where a suitable candidate has not been identified. A copy of the Faculty Position Notice (FRP-1) indicating the revised deadline date and proposed hire date must be forwarded to the Office of EEO/AA Services. Advertisements should be placed indicating the new deadline date if the search is extended for more than 30 days. In instances where the revised job description results in a revision of the qualifications, the search must be closed and a new search initiated.

Reopening a Search

In most cases, searches that have been ongoing for a period of one year or more must be closed and a new search initiated. Departments with positions in specialized disciplines, where there is difficulty identifying qualified applicants, may extend the search beyond one year. (See “Extending a Search” section above.)

When a decision is made to revise the description and qualifications for the position, the current search must be terminated and a new search effort initiated.

In both instances, the Faculty Position Notice (FRP-1) for the initial search should be properly noted and a copy forwarded to the Office of EEO/AA Services to remove the position from the active vacancy list. Applicants should be notified that an administrative decision has been made not to fill the position at this time. It is suggested that a statement be included in the letter which indicates where future vacancies will be advertised. Even though a successful candidate was not identified, search documentation must be maintained for a minimum of three years from the date of the search closure. After closing the unsuccessful search, a new FRP-1 form and proposed advertisements to begin the new search may then be submitted.

Acknowledging Applications and Collecting Affirmative Action Data

Each applicant must receive an acknowledgement that their application or curriculum vita has been received. In addition, all applicants must be provided with an Affirmative Action Data Request postage-paid card (FRP-2). The university is required to solicit the gender and race of all applicants. At no time will the AA data forms become part of the applicant files. The search committee chair is responsible for ensuring that the position number, position title and department name are entered on the form prior to mailing to the candidate. The postage-paid cards will be returned directly to the Office of EEO/AA Services to be included on the FRP-1 form at the time the search package is submitted for approval (Appendix E).

Evaluation of Candidates

Each application should be thoroughly reviewed to assess the candidate's qualifications in relation to the advertised requirements. Internal evaluation forms may be designed and used by search committee members. A sample evaluation form to be used in the screening process is included in Appendix F. These forms must be maintained as part of the search documentation.

The Summary of Candidate Evaluations (FRP-3), Appendix G, must be completed and included in the search package submitted for approval prior to offering the position. The name of each applicant, the dates application materials were received and acknowledged, whether or not the individual was interviewed on campus, and the reason(s) for nonselection must be indicated on this form. Proper documentation to support the reasons for nonselection must be maintained within the search records should inquiries be made.

Only one individual may be identified as a second choice candidate; however, a second choice is not a requirement. The department is obligated to offer the position to the designated second choice candidate if the first choice candidate declines the university's offer.

Conducting Telephone Interviews

Only those candidates identified as top candidates should be contacted for an interview. Prior to any interview, a review of the position duties and required qualifications should be made to determine key areas of questioning. Information and questions are to be given in a **consistent and standardized manner to all candidates**. The salary range, if known, should be provided to each candidate. Refer to the **Guidelines for Lawful Interviewing** included in the appendices to aid in preparing appropriate questions. Documentation of all telephone interviews must be maintained in the search records.

Conducting Reference Checks

References on top candidates may be obtained by letter or telephone. It is suggested that a candidate's current employer **not** be contacted unless provided as a reference by the candidate or unless a candidate has provided written permission to do so. Only information concerning the candidate's knowledge, skills, abilities and performance record should be solicited. As in all other telephone contacts, proper documentation must be maintained. Confidentiality should be maintained at all times.

Interviewing Candidates

After the top candidates have been identified, each should be contacted to determine his/her continuing interest in the position and to schedule an on-campus interview. It is recommended that the search committee chair contact each individual, review the expectations of the position, respond to questions from the applicant and discuss salary range (if applicable). Once the candidates have accepted an invitation to interview on campus, written itineraries should be provided to each. For positions at the level of department head and above, on-campus interviews must include an open forum session with broad announcements to staff, students and faculty who may wish to participate in the interview and selection process. Evaluation forms must be solicited from each participant. These written assessments of the candidates will be helpful in making the final employment decision. When providing the itinerary to applicants, it is important to include the following statement in the correspondence:

If special accommodations are needed, please contact ___ (name) ___ at (804) ___ (phone no.) ___.

This statement will ensure the university's compliance with the regulations of the Americans with Disabilities Act of 1990 (ADA) and alert the department to any adjustments to be made in the interview location, schedule, etc.

Consult the "**Guidelines for Lawful Interviewing**" in the appendices to ensure that discriminatory questions are not asked during the interview process. All contact with applicants **must** be documented and maintained in the search files and should include summaries of telephone conversations, salary discussions, interview questions and responses, evaluation forms, etc. (Appendix H)

Reminder: Interview questions and itineraries should be developed and applied in a consistent and standardized manner to all applicants. Interview questions should address qualifications identified in the position description, including experience or potential for working in a culturally diverse community.

Verification of Credentials

The dean or administrative head of each unit is responsible for verification of the successful candidate's credentials, institution accreditation, and other evidence of appropriate academic preparation. Search committee chairs must obtain permission from the top candidate to verify receipt of degree(s). A copy of the Verification of Credentials form (FRP-6), included as Appendix I, must be included in the documentation submitted for approval of the search process prior to a job offer being made.

Approval of the Search Process

After all interviews have been concluded and a final candidate selected, the search package must be completed and forwarded for approval. The **Search Process Checklist** must be formally approved **prior** to a job offer being made (Appendix J). Search packages for positions on the Academic Campus should be forwarded directly to the Office of EEO/AA Services, 901 W. Franklin St., Room 114, for review and recommendation to the provost and vice president for academic affairs. Packages for positions on the MCV Campus should be forwarded directly to the Office of the Vice President for Health Sciences, 1010 E. Marshall St., Room 302. The following contents must be included:

- completed Faculty Position Notice (FRP-1), Parts I and II
- list of search committee members and appropriate data
- copy of position description and qualifications
- copies of all ads, announcements, flyers, etc. from publications and Web sites
- completed Summary of Candidate Evaluations (FRP-3) detailing departmental actions
- vita(e) of all candidates selected for interview (Include interview itineraries for all positions at the department head level and above.)
- copy of Verification of Credentials (FRP-6) form for successful candidate
- approved Request to Recruit (PTR-1) form
- approved Waiver Request (FRP-5) form, if applicable

The following factors will be considered in granting approval:

- demonstrated efforts made to resolve underutilization
- the scope of advertising, including length of the application period and publications utilized
- additional efforts made to recruit women and minorities
- diversity among search committee membership
- diversity of the applicant pool
- diversity of candidates interviewed
- demonstrated efforts to comply with university procedures

The director of the Office of EEO/AA Services, or designee, will recommend that approval be granted or denied. If approval is denied, the position **may not** be offered to the successful candidate.

Once the search process has been approved, the package will be forwarded to the appropriate vice president for approval of the salary and verification of funding as specified on the checklist. The package will then be returned to the dean or administrator so that a formal offer can be made to the successful candidate.

Concluding the Search Process

An offer may be made to the successful candidate only after Parts II and III of the Search Process Checklist have been approved and signed by the appropriate officials. If the job offer is accepted, the department must complete Part III of the Faculty Position Notice (FRP-1) and forward a copy to the Office of EEO/AA Services to conclude the search process. Maintain the original in your file.

All unsuccessful candidates must be notified in writing that the position has been filled. Search committee chairs may elect to notify candidates who do not meet minimum qualifications immediately after the initial screening process that further consideration will not be given to them. Sample notification letters are included in Appendix K. It is not necessary, or required, to provide reasons for nonselection to the candidates. Anyone who inquires as to the reason for nonselection should be referred to the director of the Office of EEO/AA Services, who will respond appropriately to a written request for information.

Retention of Records

To comply with federal requirements, **all records** pertaining to the recruitment process (i.e., search committee notes, summaries of telephone interviews, interview questions and responses, candidate itineraries, evaluation forms, reference checks, etc.) must be retained by the hiring department for a minimum of three years from the effective date of appointment. During this period, such documentation is subject to review and audit by university, federal and state officials.

Waiver Requests

A request for waiver of the recruitment procedures may be granted in the following instances:

- when a pool of candidates that includes qualified members of protected groups already exists as a result of a prior search and permission is requested to fill an **identical position**. (The application closing date of the initial pool must be no more than **six months** prior to the waiver request date.)
- when a department wishes to employ a **visiting professor** in anticipation of up to one year of service. Visiting appointments may be renewed but may not exceed two years total consecutive service.
- when a department wishes to appoint an individual to a **temporary appointment** for one year or less while a national search is conducted.
- when an **emergency situation** occurs and insufficient time exists for the required 30-day national posting and advertising effort. (An emergency situation may include a death, illness or resignation late in the year.) A temporary appointment not to exceed one year must be requested.
- when a department chair or other administrator **returns to teaching and an FTE is not available**. A temporary appointment of an existing faculty member or an internal search may be requested.
- when **additional responsibilities** are assigned to an existing faculty member that constitute an enlargement of a current position, a change in job title and/or salary, but does not result in the establishment of a new position.
- when an individual is identified as the **principal investigator** of an approved research grant that provides 100 percent of the individual's salary.
- when a department finds it necessary to appoint an individual in an **interim or acting capacity** for a temporary period, generally not to exceed one year.
- when it becomes necessary to extend the appointment of individuals identified as **postdoctoral employees possessing J-1 visas** in research assistant or research associate positions for a final period of one year. (Such individuals can be employed initially for a two-year period.)
- when a classified position is abolished and an administrative/professional faculty position is established and approved through the Human Resource Division. The incumbent may be transferred to the newly established position once the waiver is approved. An opportunity to recruit does not exist.

A Waiver Request (FRP-5) **must** be completed and forwarded to the Office of EEO/AA Services (Academic Campus) or the Office of the Vice President for Health Sciences (MCV Campus), with appropriate signatures as indicated on the form (Appendix L). Requests to initiate a direct appointment of an individual must include a Request to Recruit form with appropriate signatures, a copy of their vita/resume and completed Verification of Credentials (FRP-6) form. Requests may be made for appointments during a specified time period, i.e., one semester or an academic year, or for a search to be conducted in a specific geographical area, i.e., local, state or regional. In reviewing the request, consideration will be given to the equal opportunity and affirmative action implications. Subsequently, an appropriate recommendation will be made, and the request forwarded to the provost or designee for final action. **Retroactive appointments are not permitted.**

Questions concerning any aspect of these procedures should be addressed directly to the Office of EEO/AA Services at (804) 828-1347/TTY: (804) 828-1420.

Appendices

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