

5.00 THE OFFER

5.01 THE LETTER OF OFFER

Once the interviews have been completed, the search committee should discuss their recommendation/s with the chair/supervisor.

The letter of offer is generally sent by the department chair or unit administrator, not the Chair of the Search Committee. It constitutes a binding commitment on the part of the University, and must, therefore, be well thought out and written carefully. Any package offered must be realistic and presented after funding has been determined. Schools, colleges and units generally have established rules and protocols to gain approval of letters of offer before they are sent. The following guidelines cover the majority of situations; if, however, there are unusual or special circumstances involved in your offer to a candidate, please contact your dean/director or the Academic Personnel Office.

An offer should not be made to a faculty member at another institution after May 15 unless a courtesy conversation has occurred between the Vice Chancellors of the two institutions.

If underutilization exists in the position or job group being filled, or if an underutilized group member was not recommended for the position or job group, an Affirmative Action Review Form (refer to Appendix M, Attachment 4) must be completed.

No offer of employment can be made until items 1-8 of the Checklist for Affirmative Action Recruitment and Hiring Procedures for Faculty, Academic Staff and Limited Positions (Appendix M, Attachment 1) has been completed. This checklist provides information regarding the need for and appropriate sequence of completion for the Recruitments Effort Plan (REP), Request for Authorization to Recruit (RAR), Affirmative Action Data Questionnaire (AADQ), and Affirmative Action Review Form (AARF) (Appendices D, E and M, Attachments 3 and 4, respectively).

Before sending the letter of offer to a woman or minority candidate whom a department wishes to hire, the department chair or search committee must make sure that the proposed pay level and academic rank are no less than they would be for a similarly qualified majority male candidate.

5.01.01 Essential Components for All Letters of Offer

While each department or unit will want to construct its own letters of offer, a checklist of points to be covered follows:

5.01.02 For All Appointments

1. Official position title and working title, if appropriate.
2. Percentage of time of appointment.
3. Begin and end dates of the appointment.
4. Brief expectation of duties (job description). For faculty, this should indicate expectations as to teaching, research, service, etc.
5. Full-time salary rate and pay basis.
6. The probationary period for untenured faculty or probationary leading to indefinite academic staff and whether any prior service will count against the probationary period. The approval of the Dean/Director on these points should be obtained before the letter is sent.
7. Reference to appointment policies and procedures (attach a copy of the faculty or academic staff policies and procedures, depending on type of appointment, and the Wisconsin Administrative Code).
8. Reference to fringe benefits; copies of the *Staff Benefits Booklet* are available from Employee Compensation & Benefits Services, 49 A.W. Peterson Building (5-2257).
9. A statement as to whether moving expenses will be reimbursed.
10. Include the following: "It is the policy of the University of Wisconsin-Madison to provide reasonable accommodations for persons with disabilities. If you need accommodations, please contact us."
11. Reference to the need to present evidence of employment eligibility pursuant to the Immigration Reform and Control Act. Appropriate documentation establishing identity and work authorization must be presented within the first three days of employment, the first day on the payroll. Employers must inspect copies of the documentation presented and sign an Immigration and Naturalization Service form, INS Form I-9, attesting that: the documents have been reviewed; they appear to be genuine; and they authorize the individual to work in the United States in the position in question. The employee must also sign the I-9 Form under penalty of perjury.

The I-9 Form and the copies of the documentation presented must be kept either in a separate I-9 file for all staff or in a sealed envelope in the employee's personnel file. The law requires that the I-9 Form be kept for three years after the date of hire or one year after termination, whichever is longer.

12. Reference to the need for an identification card to be obtained once employment has begun.
13. Request for formal acceptance of the offer, either by a return letter or by signing a copy of the offer letter.

5.01.03 For Faculty

1. For untenured faculty, include a statement of expectations regarding reappointment and/or tenure. For example:

Beginning with the second year of a three-year initial probationary appointment, untenured faculty members typically are reviewed annually by the executive committee (the tenured faculty) of their department for possible reappointment, promotion, or non-renewal. After the initial appointment, reappointment at the untenured level is for one year at a time with at least one year's notice of a decision not to reappoint. Reappointment or promotion to tenure is based on performance in teaching, scholarly research, and service, and on institutional need. A recommendation for promotion to tenure is possible at any time, but a final decision concerning tenure must be made before the end of the sixth probationary year. While our standards for the awarding of tenure are high, the University of Wisconsin-Madison does not have tenure quotas or a fixed number of tenured faculty positions. Every assistant professor is eligible for promotion, and each of our initial appointments is made with the hope that the individual will warrant promotion to tenure at a later date.

2. If the prospective assistant professor has not yet completed the Ph.D. or other appropriate terminal degree by the date of offer, it is permissible to include a statement indicating that if all degree work is not complete by the start of the appointment, an adjustment in either the title, salary, or percentage will be necessary (e.g., first year at the rank of instructor at a salary \$500 less than the rate to be offered as assistant professor, or a reduction in the percent time). NOTE: It is the responsibility of the department chair to ascertain the degree status of new faculty members and to initiate the title/salary/percent change when appropriate.
3. For tenured faculty members, include the following paragraph from the joint statement of the University Committee and the Office of the Chancellor on the contractual implications of tenure:

Tenure involves a contractual commitment to the faculty member from the Board of Regents of the University of Wisconsin System, and is awarded under authority granted to the Board by Chapter 36, Wisconsin Statutes. It is an express and binding commitment for an indefinite period, limited only by retirement, dismissal for cause, termination for reasons of financial emergency, or voluntary resignation. The appointment is subject to the lawful procedures of the Board of Regents as found in Chapters 1-7, Wisconsin Administrative Code, and the Faculty Policies and Procedures

5.01.04 For Academic Staff

In addition to the checklist stated in the section "For All Appointments," include the following:

1. General duties and responsibilities.
2. Title and name of the person to whom the employee is immediately responsible.
3. Type of appointment, i.e., fixed term, fixed-term terminal, probationary, indefinite, or rolling horizon.
4. The operational area of the appointment.
5. Dates of initial evaluation period; it should be described in the offer of appointment, (if it is **not** included, the evaluation period automatically is **6 months**).

5.01.05 For Limited Appointees

In addition to the checklist stated in the section "For All Appointments," include the following:

1. General duties and responsibilities.
2. Title and name of the person to whom the employee is immediately responsible.
3. Describe the nature of a limited appointment and specify the backup appointment, if applicable.

5.02 SPOUSAL HIRE PROGRAM

Increasingly, University professionals are part of dual career couples. Thus, decisions to accept a University position are often made based on the availability of employment for a spouse or partner.

The following steps are provided to assist department chairs and other administrators in arranging a needed spousal/partner hire. The spouse may be hired as faculty, academic staff, or classified (Project or LTE) staff. The terms used apply to a spousal hire within an academic department. (The process is analogous for spousal hire in administrative and support units: substitute *A*supervisor@for *A*chair@, *A*unit@for *A*department@, *A*director@for Executive

Committee, etc.)

Please try to follow the applicable steps in the order listed here:

□Step 1. Chair consults with dean or deans office when it is clear that a spousal hire may be necessary in order to make a faculty hire. (Discuss both potential contacts and likely funding arrangements.)

□Step 2. Chair of the department extending the first offer takes major responsibility for determining the type of position the spouse desires (and is qualified for) and facilitating a spousal hire by directly contacting other departments inside and outside the university that might provide employment for the spouse or partner. (For ideas on potential university employers, consult colleagues, deans office, Graduate School. For outside employment, a career counseling office may help; for **Directory of Career Counseling**, call 262-5246.)

□Step 3. Chairs of both departments inform their Executive Committees of negotiations toward the spousal hire and acquire any needed approval of the hire or departmental funding.

□Step 4. If spousal funding from the Provost is necessary, chairs request such funding through the deans office and assist in composing the argument and supporting materials for the deans request to the Provost. (If the Provost agrees to contribute for an internal hire, the usual salary split is 1/3 Provost, 1/3 department making first hire, 1/3 department hiring spouse/partner, for the first 3 years--after which the department hiring the spouse takes full responsibility.)

□Step 5. If the dean wishes to request funding from the Provost, the dean (or designee) writes a memo to the Provost. The requesting memo should include:

- a. A curriculum vitae/resume of the spouse/partner and the primary hire;
- b. A statement that both deans and all chairs/departments involved support the request;
- c. Explanation of the spousal hiring situation and why the units require outside funding;
- d. Reasons that the dual hire is especially strategic, including how both hires are beneficial;
- e. Proposed salary, title, and start date for the spouse/partner;
- f. The number of years (up to 3) and percentage of salary support requested from the Provost;
- g. A specific statement of how the rest of the funding and /or FTE commitment will be covered and which units will provide the remaining support.

□Step 6. Chair of department hiring the spouse /partner contacts Graduate School if the department wants to request assistance with a start-up package for the spouse/partner.

□Step 7. Unless the hire results from an open search, the chair of the department hiring the spouse/partner requests a waiver of PVL (via the school/college) from the Office of Human

Resources. Chair withholds offer to spouse/partner until waiver is approved.

□Step 8. If Provost's funding was granted, Deans office informs Provost's office (via Draine) and Graduate School (via S. Schwoegler) whether couple accepted. (Offer to spouse/partner is contingent on first hire's commencing employment.)
Questions about spousal hire? Contact Betsy Draine at (608) 262-5246 or draine@mail.bascom.wisc.edu

5.03 BENEFITS

It is important to inform the candidate of the benefits available at UW-Madison. Therefore, include a copy of the latest UW-Madison Staff Benefits Booklet for Faculty, Academic Staff and Limited Appointees with your letter of offer. Also, with the prior approval of the Dean/Director and the Provost, the successful candidate's moving expenses may be reimbursed by the department and is paid from departmental funds. (Regulations on reimbursement of moving expenses and temporary lodging are set forth in the *UW-System Financial Policy and Procedure Paper (FPPP) #19*, which is distributed by Business Services and is available online at: <http://www.uwsa.edu/fadmin/fppp/fppp19.htm>. A reference to the possibility of reimbursement of moving expenses in the letter of offer may be necessary to attract some candidates.

EXAMPLE:

Enclosed with this letter is a copy of the UW-Madison Staff Benefits Booklet which includes information on benefits available to new faculty and academic staff. Benefits include participation in the Wisconsin Retirement System without cost to you, health insurances, several life insurances, income continuation insurance, and tax-sheltered annuities. [Optional: In addition, the department may be able to reimburse you for some or all of your moving expenses.]

5.04 NOTIFICATION OF UNSUCCESSFUL APPLICANTS

Each candidate, especially those interviewed, has made an investment of time and other resources to the search process. It is important that the search committee treat each of them with sensitivity.

Candidates who were not interviewed should be notified of their non-selection as soon as a firm decision has been made, rather than waiting until the entire search has been completed (Appendix I, sample letter #6).

As soon as possible after an offer is accepted, interviewees not chosen should be notified by letter, or by telephone if they are internal candidates (Appendix I, sample letter #7).

Unsuccessful candidates for positions should all be notified prior to public

announcements of appointments.

5.05 BETWEEN ACCEPTANCE OF OFFER AND ARRIVAL OF NEW EMPLOYEE

Remain in contact with the new hire. Discuss such issues as fringe benefits, moving expenses, and if possible, teaching assignment, etc. Suggest and/or provide resource materials such as *Guidebook For New Faculty and Staff*, and other campus and community resources. This is a critical time in the hiring process. If done well, it will help to acclimate the new employee to the campus and community.