The purpose of the Request to Recruit (RTR) Form is to request positions that were not included in the annual budget review and allow the Department to effectively track and report the accomplishment of actions and approvals necessary for the recruitment of prospective faculty (tenure, clinician educator, research and academic clinician tracks), Health System Clinicians, Lecturers A, Instructors A, and Research Associates.

For exception requests (new positions, replacement positions, changes in track) - The appropriate completed sections and signed form should be submitted to the Office of Faculty Affairs and Professional Development. No recruitment may begin until the request is reviewed and approved by the Vice Dean for Administration and Finance and/or the Vice Dean for Professional Services.

For final approval - The completed and signed form accompanies the draft offer letter, the candidate’s curriculum vitae (CV) and if applicable, the report of the Recruitment Advisory Committee (RAC) when they are submitted to the Office of Faculty Affairs and Professional Development. No offer letter may be sent to any candidate until it is reviewed and approved by the Dean.

The Request to Recruit Form is not a document through which resources are requested. Resource requests are handled through the annual budget process and through other processes that augment the budget process. The Form provides a mechanism through which the accomplishment of the resource approval processes is documented, concurrently with the documentation of academic approval processes (as applicable).

The overall recruitment process involves academic and administrative processes that may run in parallel. The Request to Recruit Form is designed to allow completion of its sections simultaneously and/or sequentially, as fits the particular recruitment. The following guidelines are intended to facilitate the timely and effective completion of the form and the related approvals.

1. Recruitment Approval Page (Section I) – This page provides certification of the completion of review and/or approval involved in the recruitment process.
   A) Recruitment Control Number: - A “Recruitment Control Number” is assigned to the Department for each position that is approved by the Dean as part of the annual budget process or through a subsequent, exception approval action. This is left blank when requesting an exception. If the exception is approved, the Office of Faculty Affairs and Professional Development will arrange for assignment of the recruitment control number and send the form back to the department.
   B) Hiring Package Checklist: - Please indicate what documents are included in the hiring package. (“All” means that the document must be submitted with all recruitment requests; “If Applicable” means that the document must be submitted if it is relevant to the particular recruitment request).
   C) Final Package Approval: - The Office of Faculty Affairs and Professional Development will arrange for assignment of the complete hiring package.
   D) Dean’s Approval: - The Dean’s review and signature is the final step in the approval process. The Office of Faculty Affairs and Professional Development will arrange for the Dean’s review and will provide the Department with a copy of the Recruitment Approval Page, with the Dean’s signature, after the Dean has signed the form. The Department may send the approved offer letter after receiving the copy of the Recruitment Approval Page with the Dean’s signature.

2. Position Description (Section II) - This section of the Request to Recruit Form asks the Department to define the position in terms of specific position (including track, rank, specialty), reason for appointment, and planned distribution of work effort among clinical, research, education and administrative responsibilities. The Department Chair, Division Chief (if applicable) and Business Administrator are asked to sign this page, indicating their review/approval of the information provided in the Request to Recruit Form.
3. Proposed Salary and Salary Sources (Section III) - In this section the Department is asked to report the projected salary and salary sources, and, for clinical appointments, information about any proposed clinical practice productivity based compensation plan. The Department is also asked to provide a detailed explanation of funding source indicating if the preferred candidate is expected to generate his/her own funding or is the funding provided by existing faculty or staff in the School of Medicine or the Health System.

The Fund Summary Report is a report which requires access to Business Objects. It is retrievable from the Corporate Documents section of Business Objects. For assistance in obtaining this report, if necessary, contact Paul Umbriac in the School of Medicine Office of Finance (phone: (215) 573-1296; email: pumbriac@mail.med.upenn.edu).

4. Academic Resources (Section IV) – In this section the Department is asked to document the availability of the major resources necessary to support the candidate’s research program, if applicable. The Department is asked to obtain the signature of the Vice Dean for Administration and Finance, signifying the School of Medicine’s approval of the proposed academic resource package.

5. Clinical Resources (Section V) – In this section the Department is asked to provide the data that demonstrates the anticipated clinical revenue and expenses associated with the recruitment, if applicable. The Department is asked to obtain the signature of the Vice Dean for Professional Services, signifying approval of the proposed clinical resources, by submitting the form to the Associate Executive Director, CPUP.

- Line 2 – **Space**: Complete as directed.
- Line 3 – **Candidate’s office space location**: Identify building and room number of candidate’s office space.
- Line 4 – **Incremental Personnel**: List position, FTE, base salary, employee benefits, and total expense related to incremental personnel associated with candidate.
- Line 5 – **Equipment**: List major (capital) equipment required, purchase/installation costs, annual maintenance costs, and source(s) of funding.
- Line 6 – **Supplemental UPHS support**: Identify Hospital providing support, amount and timing of support. Name, title, and signature of Authorized Hospital Official is required. This line does not apply if position is 100% funded by the approved departmental budget.
- Line 7 – **Clinical Margin Calculation**: Enter applicable volume statistic(s) (RVU’s, Visits, Procedures) for years one through three on Lines a – c. Enter Net Patient Revenue per encounter on Lines d - f. Enter Direct Practice Expense per encounter on Lines g - h. Enter margin per encounter on Lines j –l. Enter Total Margin on Line m –o.
- Line 8 – **Justification – Three year Profit & Loss Projection**: Complete three-year projection including all revenues and expense as listed. Notes on specific line items below:
  - **Total Margin** - (enter amount from “Total Margin” line from Section 6).
  - **Other Sources of Salary Support** – Enter amount total amount from RTR Section III, Proposed Salary and Salary Source excluding CPUP Operations amount.
  - **Faculty Salary, Faculty Incentive, and Faculty Benefits** - Enter amounts included in RTR Section III, Proposed Salary and Salary Sources.
  - **Incremental Support Staff** – enter FTE, amount of salary and EBs relating to incremental support staff.
  - **Professional Liability Insurance** – Enter current year’s premium for candidate’s specialty.
  - **Professionally Related Expenses** – Enter all PRE expenses related to candidate.
  - **Dean’s Tax** – Calculate and enter 2% of “Total Margin” line.
  - **Other Expense(s)** – Describe and enter “other expense” amounts as needed.
  - **Corporate Overhead** – Enter Corporate Overhead amount. To calculate, multiply current year percentage by “Total Margin” amount.

*Revised 9.05*