College of Engineering
Faculty Search Workshop

Michael Wellman
Associate Dean for Academic Affairs (ADAA)
October 2016
Agenda

- Hiring Slots
- Search Timeline
- Guidelines on Candidate Visits
- Dual Career
- ADVANCE Best Practices
- Discussion

(me)

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all
Hiring Slots

- Departmental
- Program
- Special
  - Target of Opportunity
  - Dual Career

Hires for program or special slots not counted:
- against departmental slots
- in “productivity” charts for 3 yrs
Departmental Slots

- Allocated over multi-year period
  - by CoE ExCom
  - Currently in 2\textsuperscript{nd} year of 3-year plan
  - Subject to adjustment (+) each year, based on changing circumstance

- Encourage long-term view
  - Standing search committees
  - Avoid use-it-or-lose-it incentives
Program Slots

- Cross-cutting searches
- Currently: EER, Robotics, MIDAS*, LIFT**
- Program and dept search cmte collaboration
  - Joint decision to interview
  - Interview conducted in dept, with participation from program
  - Joint decision to recommend hire, both provide input to ExCom
Target of Opportunity

- Extraordinary candidate who does not fit priority areas for existing slots
  - Once-in-$N$-year rising star
  - Senior candidate bringing major new capability
  - Contributions to diversity/equity/inclusion
    - (identity group not sufficient per se for ToO status)
Dual Career Hire

- Qualified candidate who:
  - addresses a dual career hiring or retention situation (University-wide)
  - fits long-term needs of department
  - does not fit existing slot
Search Timeline (Aug–Dec)

- Convene committee
  - Plan and implement recruiting strategy
  - Identify resources for pool development

- Start advertising process
  - ADAA approves all ads
  - Reach out to professional networks

- STRIDE Faculty Recruitment Workshop
  - Required for all search committee members (good for 3 years)
  - Workshop dates:
    - 9/27, 10/6, 10/13, 10/19, 10/26, 11/7
    - 11/4 (for those who have attended a previous workshop)

ADAA welcomes opportunity to meet with search cmte at any time
Search Timeline (Jan–Feb)

- Review applications, develop pool of candidates to interview
  - Consider broad range of backgrounds
  - UM programs: NextProf, President’s Postdoctoral Fellows
  - Be consistent about criteria, flexible about evidence sources
  - Avoid excess risk aversion at interview stage

- Letter solicitations (required for hiring casebook, good to have for dept evaluation)
  - Assoc/Full: need 5 arms’ length, including 2 not suggested by candidate
  - Asst: minimum 3, no arms’ length requirement

- Schedule and conduct candidate visits
Search Timeline (March–May)

- Continue interviews, start making hire recommendations
- Sooner is better, try to complete by 30 Apr
  - Per Association of American Universities (AAU) guidelines, offers after 30 Apr to a professor at another institution cannot be for Sep start
- Provide to ADAA at search conclusion:
  - pool composition report
  - short narrative of search strategy and how process played out
Candidate Visits

- **Pool development**
  - Invite potential prospects for dept seminar
  - Special symposia for broadening exposure (funding may be available)

- **Informal interviews**
  - Exploratory visits, typically for senior candidates
  - Not announced as interview, no official evaluation
Formal Interview

Standard Guidelines

- Faculty notified in advance that visitor being considered for position
  - Application material made available
  - Confidential (no public announcement) at candidate request
- Candidate presents open research seminar (recorded)

CoE Meetings

- ADAA (or other AD if not available)
- Dean (for senior candidates)
- College rep(s)
- Female: DACFF rep (non-evaluative)
- URM: non-eval mtg with CoE URM faculty member
Candidate Visit Guidelines

- Use consistent schedule structure for all candidates to ensure equitable basis for evaluation
- Think carefully about the people each candidate should meet
  - Remember…we are evaluating the candidate while the candidate is evaluating the dept/college/university
  - Include people outside of the department, potential collaborators
  - Consider having candidates meet faculty in pairs or small-group settings
  - Provide opportunity for candidates to meet students and post-docs
Inappropriate Questions

- In a study of U-M faculty candidates who withdrew applications or declined offers, several mentioned that they had been asked illegal and discriminatory questions about their personal lives and intentions.

- You may answer questions the candidate raises. Avoid pursuing the topic.

- Remind all your faculty on these points, at beginning of interview season.
Illegal or Inappropriate Questions: Examples

<table>
<thead>
<tr>
<th>Subject</th>
<th>Do not ask</th>
</tr>
</thead>
<tbody>
<tr>
<td>National origin, race, color, ethnicity, sexual orientation, religion</td>
<td>Are you a U.S. citizen? Where were you born? What is your maiden name? What is your spouse’s name? What is your mother’s/father’s name? What church do you attend? What is your religion? What is your race or ethnic origin? What is your native tongue? What is your sexual orientation?</td>
</tr>
<tr>
<td>Age</td>
<td>When were you born? How old are you?</td>
</tr>
<tr>
<td>Disability</td>
<td>Do you have a disability? Have you ever been treated for an illness? Why are you in a wheelchair?</td>
</tr>
<tr>
<td>Marital/Family status</td>
<td>Are you or were you ever married? Are you single or in a committed relationship? Do you have any children? What kind of child care arrangements do you have?</td>
</tr>
</tbody>
</table>

Answer questions related to family matters if (and only if) the candidate brings up the subject.
Post-Visit Follow-Up

- Search Committee Chair (or designate):
  - send a thank you letter within a couple of days of the candidate’s departure
  - provide positive feedback, offer to answer questions
  - keep apprised of candidate’s search timetable
  - relay info, defer negotiation matters to Chair

- Encourage other faculty to engage (but caution against speaking for dept/college)
Recommendation to Offer

- Follow dept process to recommend offer
- Hiring casebook prepared for CoE ExCom
  - Application materials (CV, statements, letters)
  - Teaching record for experienced faculty
  - Internal letter(s), College rep reports
  - Memo from dept chair proposing hire
  - (program slot) Memo from program search chair
- ExCom reviews and approves (or not…)
- Senior (Assoc+) also require Provost and Regents approval
Resources

- **ADAA Office:**
  - [http://adaa.engin.umich.edu/](http://adaa.engin.umich.edu/)

- **Dual Career:**
  - [http://www.provost.umich.edu/programs/dual_career/](http://www.provost.umich.edu/programs/dual_career/)

- **ADVANCE:**
  - [http://advance.umich.edu/](http://advance.umich.edu/)

- **Diversity:**
  - [http://www.diversity.umich.edu/](http://www.diversity.umich.edu/)

- **Provost Office:**
  - [http://www.provost.umich.edu/](http://www.provost.umich.edu/)
Contacts

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Position Descriptions, Offers and Packages

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Visits, Casebooks, EC Approval

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