Dual Career Services in the College of Engineering

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Agenda

• Dual Career Program in the College

• Preparing Ourselves for Continued Success with Dual Career Partners
Eligibility for Dual Career Services

✓ Partners of all candidates invited to interview on campus
  • Candidates for tenure track, research track and clinical track / professor of practice offers
  • “Partner” is broadly defined
  • Initial conversations and exploration offered prior to search committee decisions, but kept confidential until after department vote

✓ Partners of all candidates who receive offers
  • Rely on communication from search committees / chairs to engage more seriously with the partners of selected candidates
  • Limited services may be available for others depending on availability

✓ Partners of all existing faculty members on the three tracks
  • Limited services may be available for others depending on bandwidth
    • New guidelines from Office of the Provost on Lecturers

✓ Funding available through Provost’s office for the partners of tenure track faculty only
Dual Career Requests within the University of Michigan College of Engineering

CoE Dual Career Services Requests, AY 2015-16 to AY 2017-2018*

<table>
<thead>
<tr>
<th>Year</th>
<th>Faculty Partners</th>
<th>CoE Partners</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>7</td>
<td>49</td>
<td>56</td>
</tr>
<tr>
<td>2016-17</td>
<td>4</td>
<td>58</td>
<td>62</td>
</tr>
<tr>
<td>2017-18</td>
<td>7</td>
<td>53</td>
<td>60</td>
</tr>
</tbody>
</table>

Dual Career Requests By Faculty Recruits, 2017-2018

- Recruit Requested DCS: 55%
- Recruit Did Not Request DCS: 45%

* AY = July-June
104 Candidates received the offer of dual career services from both the Director and the ADAA

32 requested dual career services

24 of the candidates who requested services received offers from CoE (out of 53 offers extended)

4 recruits with partners accepted offers by the deadline, though partner positions are still being finalized for 3 partners. 2 offers for candidates with partners are still outstanding. 8 declines are directly attributable to dual career issues for academic partners. 5 additional recruit declines are due to partners who were unable find positions in the private sector or as staff members within the university.
# Dual Career Services: What Are They

*Coaching, support and help with networking for partners conducting job searches – not guaranteed placement. Partners are expected to take an active part in their own job search.*

## Services for Partners Interested in Working within the University

- **Networking and Job Exploration**
  - Connecting the partner with the appropriate faculty and staff at the University of Michigan
  - Gathering feedback on the partner’s qualifications and fit with the unit of interest, as well as potential openings
  - Facilitating networking at other nearby institutions of higher education if appropriate

- **Unposted Job Exploration**
  - Working with units to explore the fit between the partner and open positions / created positions that would help the partner transition to the University
  - Collaborating with units to address the issues that might arise related to the position (funding, visas, appointment, etc.)

- **Job Search Skills**
  - Coaching on initial informational discussions with faculty and staff in the partner’s area(s) of interest
  - Providing advice on CVs and cover letters, interviewing and negotiation

## Services for Partners Searching for Positions Outside the University

- **Networking and Job Exploration**
  - Providing information about the local job market and area companies, as well as the range of employment opportunities in Ann Arbor and southeast Michigan
  - Helping to arrange informational interviews and/or identify positions of interest
  - Following up on job applications to encourage interviews and gather feedback (where have contacts)

- **Job Counseling and Search Skills**
  - Providing advice on overall job search direction, including career counseling
  - Reviewing and helping to revise résumés and cover letters
  - Assisting in enhancing interviewing techniques, including role plays
Preparing for Continued Success

What Funding Is Available?

For what positions: those created for partners – not for open positions

For which partners: Provost (or PFIP) funding is for the partners of Instructional Track faculty only
— Department or the College may decide to provide funding for the partner of a Research track faculty member

For how long: always time limited; usually available for 2-3 years
• Sometimes available up to the tenure decision

What funding models: commitments vary depending on departmental resources, level of priority of the case and previous commitments, but there are some typical models:

1. Funding shared equally among the department hiring the faculty member, the partner hiring the partner and the Provost for three years. Each funder pays 1/3 of salary plus benefits; College typically pays 1/6, with the department hiring the faculty member providing the other 1/6.

2. Funding shared equally between the department hiring the faculty member and the Provost for two years. Each funder pays ½ of salary plus benefits.

Important to note:
• It takes money to get money – the Department hiring the faculty member must contribute for the Provost to approve funds
• There are no guarantees – never offer or discuss the availability of a position that is contingent on funding until funding is approved. Review takes 2-5 business days.
• Funding is confidential and its existence (or details) should not be disclosed to primary candidates/faculty members or partners
• Funding is one-time only and cannot be extended
  • Need to consider long-term plans for academic partners
Snapsho: Academic Position

Confounding factors:
- Timing of CoE offer and consideration process in other schools
- Both in same department
- Both from same lab
- Differing qualifications
- Timing / stage of career
- One time funding from Provost

Robert McGough
Associate Professor
Electrical and Computer Engineering
Michigan State University

9 months

Identify Job Search Goals / Position Parameters
- Tenured position only
- Not willing to commute from MSU

Contact Relevant Department(s) / Schools

Upon decision to extend an offer to faculty candidate, reached out to:
- Biomedical Engineering
- Radiology

Interview Process and Decision
- Interview during summer 2018
- Decision by BME EC September 2018
- Review by CoE EC November 2018
Snapshot: Staff Position at the University of Michigan

Aki Kawamoto
Coordinator of Data Management and Research, Student Life Counseling and Psychological Services (CAPS)
Ph.D. in Psychology

Confounding factors:
- Hiring timelines for staff vs. faculty positions
- Varying openness to partners among staff units
- Long term budget issues in staff units
- Volume of interest in certain staff units (OTT, Student Services, Development)
- Once burnt, twice (or forever) shy
- Career transitions
- Positions of interest vs. those for which partner is qualified / relevance of work experience
- Need for visa

Identify Job Search Goals / Position Parameters
- Counseling position
- Less than 12 month appointment
- January start date
- Specific salary requirements

Contact Relevant Employers
- CAPS
- Faculty and Staff Assistance Program (FASAP)

Interview Process and Decision
- Visit during recruitment process
- Interview for open position and dual career funded position
- Long negotiation process given inflexible criteria unusual to hiring unit

CAPS
Faculty and Staff Assistance Program (FASAP)
Snapshot: Position in Private Industry

Renaldo Bell
Information Systems
Security Analyst 4
Cyber Cloud Technologies LLC
Baltimore, MD

Confounding factors:
- Hiring timelines for industry vs. faculty positions
- Existence of specific industries in Michigan
- Ability to network to hiring managers
- Specific criteria
- Pay scale differences
- Licensing requirements
- Career transitions
- Need for visa

Identify Job Search Goals / Position Parameters
- Cyber system administrator
- Appropriate position for someone with three years of experience
- Position must require Top Secret clearance

Tap Network to Identify / Contact Possible Employers
- Cybersecurity firms in Ann Arbor
- Faculty, Government Relations
- University information security lead
- Government – FBI, TARDEC
- Merit Network
- Defense contractors
- Headhunters

Interview Process and Decision
- Unsuccessful interview with MITRE
- Attempt to schedule interview with Arbor Networks
- Faculty recruit declined before interview took place
AY2017-2018 Dual Career Partners
Outcome of Services Provided

<table>
<thead>
<tr>
<th>Outcome</th>
<th>AY2015-2016</th>
<th>AY2016-2017</th>
<th>AY2017-2018</th>
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<tbody>
<tr>
<td><strong>Total Partners</strong></td>
<td>54 (38 women, 16 men)</td>
<td>62 (44 women, 18 men)</td>
<td>59 (47 women, 12 men)</td>
</tr>
<tr>
<td>Academic Employment at U of M</td>
<td>9%</td>
<td>11%</td>
<td>22%</td>
</tr>
<tr>
<td>Non-Academic Employment at U of M</td>
<td>13%</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Employment Outside of U of M</td>
<td>11%</td>
<td>6%</td>
<td>14%</td>
</tr>
<tr>
<td>Partner Pursuing Additional Education</td>
<td></td>
<td></td>
<td>2%</td>
</tr>
<tr>
<td>Unsuccessful</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Partner Discontinued Using Services</td>
<td></td>
<td></td>
<td>2%</td>
</tr>
<tr>
<td>Active (as of 6/30)</td>
<td>33%</td>
<td>27%</td>
<td>15%</td>
</tr>
<tr>
<td>Recruitment Did Not Proceed</td>
<td>7%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Faculty Offer Declined</td>
<td>15%</td>
<td>35%</td>
<td>25%</td>
</tr>
<tr>
<td>Faculty Offer Declined (Retention)</td>
<td>2%</td>
<td>2%</td>
<td>0</td>
</tr>
<tr>
<td>Work with Partner on Hold</td>
<td>6%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>No Change (Administrative Work on Case)</td>
<td>0%</td>
<td>0%</td>
<td>7%</td>
</tr>
<tr>
<td>Other (Personal)</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
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# Preparing for Continued Success
## Working Together on Dual Career Issues

<table>
<thead>
<tr>
<th>Topic</th>
<th>Common Issues</th>
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| **Offer or Format of Dual Career Help** | • Ensuring that we offer help to a faculty member or recruit in a timely way in response to a request and deadlines  
• How to handle “matching” offers at other institutions  
• Whether to provide help to the partner of someone outside of the parameters of the program (tenure or research track faculty) and in what format (“limited services”)  
• Whether to provide help to a partner who has requested services multiple times and in what format |
| **Funding**                          | • Request for funding, following typical model  
• Request for funding incremental to typical model (either contribution to start-up or extended duration)  
• Request for contribution to funding package for partner from another school or college  
• Negotiating complex funding arrangements with other schools / colleges |
| **Assessment / Networking**          | • Feedback on the application materials of a partner interested in a position in the College  
• Identification of appropriate potential collaborators for a partner |
| **Political / Interpersonal / Performance** | • Engaging college or department leadership to respond to a request for help with a partner  
• Navigating the job search process for the partners of high priority recruits or faculty members  
• Responding to impatient or frustrated constituents  
• Refereeing between chairs or schools / colleges |
Preparing for Continued Success
Dual Career Team Across U of M

Office of the Provost
Sara Blair, Vice Provost
Catherine Shaw, Assistant Vice Provost
Alicia Simon, Coordinator

LS&A
Cristy Cardinal, Coordinator

College of Engineering

Medical School
Melissa Dorfman, Director

Deans or Associate Deans of each School or College
# Preparing for Continued Success

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
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</table>
| What kind of guarantee can I provide to a candidate or partner about the availability of a job? | • Job search support is available as long as a partner finds it helpful, but we cannot guarantee that a partner will find a position  
• You may share annual statistics about partner success in securing positions |
| How do I manage the multiple communication streams going on in an active recruitment where a partner and dual career services are involved? | • You will probably only be aware of a partner issue once you make an offer to a candidate, but to increase our chances of success with partners, please encourage all potential recruits to contact dual career services or to respond to our contact  
• Keep Melissa Dorfman informed of relevant time lines, deadlines and key information you learn about the dual career situation  
• Ask for an update from Melissa if you don’t have the information you need  
• Always ask if you have questions about how the process works and share your feedback about how the process is working  
• Consider how flexible you are willing to be with timelines for recruits to respond to offers  
• Strategize about messages to dual career partners and faculty recruits with Melissa if necessary |
### Question Answer

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| Is it inherently more difficult to find positions for some partners than for others? | Yes, there are some types of cases that are more difficult than others:  
• Dual career academic couples, particularly where one partner is more accomplished than the other  
• Partner has very specific requirements and is not willing to be flexible  
• Partner is in a senior / highly paid position in private industry  
• Partner works in an industry that is not significant in Michigan  
• Partner is currently in private industry but would like to return to academia  
• Partner is in a very specific field and there are very few local employers  
• Partner wants to use move to Ann Arbor to make a career transition or return to the work force, often without retooling skill sets or seeking additional education  
• Partner does not know what he or she wants to do  
• Partner is not a U.S. citizen or permanent resident                                                                          |
| How do I handle the talk among recruits and current faculty members about dual career services? | • Communicate that every situation is different and therefore, the approach to identifying job opportunities varies based in individual partner skills, experiences and goals  
• Assure partners and faculty members that we bring a consistent and wide ranging set of resources to bear when working with every partner |