



College of Engineering Recruit and Hire Workshop

Michael Wellman
Associate Dean for Academic Affairs (ADAA)
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Agenda

- Hiring Slots
- Dual Career — Melissa Dorfman
- Recruitment for Diversity & Excellence — Jennifer Linderman
- Search Process
- Hiring Requests
- Offer Negotiation



Hiring Slots

Tenure Track

- ☐ 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

Lecturers

- ☐ More ad hoc
- ☐ College-funded slots approved for depts or programs
- ☐ Dept-funded slots up to depts

Departmental Slots

- ☐ Allocated by CoE ExCom
 - on year-to-year basis
 - based on chair request memos (summer)
 - factoring in commitments, “productivity” charts
- ☐ Carryover slots guaranteed

Program Slots

- Cross-cutting searches
- Currently: Robotics, Biosciences*, MIDAS
- 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–Feb)

- Convene committee
- Advertising and pool development
- STRIDE Faculty Recruitment Workshop
 - Required for all search committee members (good for 3 years)
 - Chairs' encouragement appreciated...
- Review applications
 - Be consistent about criteria, flexible about evidence sources
 - Avoid excess risk aversion especially at this stage
- Refine lists, with input from faculty groups
 - Consider remote "skype interviews" on longer list
- Schedule and conduct candidate visits

"Hiring our Values"
discussions

Remind faculty about
inappropriate questions

Search Timeline (March–May)

- Continue interviews, start making hire recommendations
- Prepare hiring casebooks for CoE ExCom
 - Sooner is better, avoid Apr crunch
 - Per AAU guidelines, we require waivers for offers to hire faculty at another institution within 4 months
- Once offer is approved, start negotiating with prospect



Formal Interview

Standard Guidelines

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

CoE Meetings

- ADAA (or other AD if not available)
- Dean (senior candidates)
- College rep(s)
 - Make sure can attend seminar and indiv mtg
- non-evaluative
 - Female: DACFF rep
 - URM: DACFC rep



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



Chair Memos

- Summarize candidate qualifications for position, expected contributions to dept
 - Quote sparingly if at all from letters
 - Balanced assessment, addressing any issues in record
- Include vote counts, explain negatives
- Identify research space plans
- Mention extraordinary startup requirements



Congrats! ExCom Approved Hire Request

- Start negotiating offer w/ candidate
 - Salaries fairly standard for new asst profs
 - Calibrated to current faculty for experienced hires, also market and individual situation
 - Standard startup configs for junior and senior hires
 - Identify special research and space needs
- Assoc+ hires require Provost and Regents Approval
 - Must wait for Provost before sending offer
 - Time delay is unpredictable, possibly long during peak season
 - Can send offer contingent on Regents



Standard Startup Configurations

- 4 | 2 summer months (J | S)
 - Moving expenses (10% FTR, lump sum)
 - Student support: \$300K | \$150K (J | S)
 - Dedicated Research: equipment, supplies, etc.
 - Travel/Discretionary
 - Grant xfer costs
 - misc
 - Renovation
- } Dept: 25%
CoE: 75%



Negotiation/Offer Process

- Listen to candidate:
 - find out what they want
 - assess what they need
 - learn about their decision situation
- Discuss terms with ADAA
- Reach basic understanding of offer w/candidate (iterate w/ADAA as necessary)
- Work with Jennifer Piper on offer letter and startup grid
- Send offer to candidate when all necessary approvals in hand
- Recruit!



Resources

- ADAA Office:
 - <http://adaa.engin.umich.edu/>
- Dual Career:
 - http://www.provost.umich.edu/programs/dual_career/
- ADVANCE:
 - <http://advance.umich.edu/>
- Diversity:
 - <http://www.diversity.umich.edu/>
- Provost Office:
 - <http://www.provost.umich.edu/>



Contacts

Jennifer Piper

Managing Director for Faculty Affairs

jmpiper@umich.edu, 7-7035

Position Descriptions, Offers and Packages

Sherry Hall

HR Generalist, Academic Affairs

sfolsom@umich.edu, 7-7018

Visits, Casebooks, ExCom Approval

Melissa Dorfman

Director, Dual Career Services

dorfmanm@umich.edu, 5-6417