Agenda

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

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

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

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

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

Dual Career Services

- Open to all current and prospective faculty
- All interviewees contacted by dual career specialist, offered confidential services
- Avoid discussing or considering known DC situation, unless expressly disclosed
  - (even if disclosed, strive for independent judgment on candidate)

Temp backup support: Alicia Simon
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Melissa Dorfman
DC Program Mgr
AY18-19 TT Search Statistics

- 24 open slots
- 105 candidates interviewed
  - 31 (30%) female
  - 7 (7%) URM
  - 2 NextProf alumni
- 50 offers
  - 12 female, 7 URM
  - 25 accepts
    - 5 female, 3 URM
  - 0 pending
- Accept rate
  - 50%

Statistics skewed by hyper-competition in CSE hiring

Non-TT Hiring

Lecturers

- Formal searches AY18–19:
  - CSE: 2 Lec III hires
  - ME: 1 Lec III offer (2/3 female)
- AY19–20 plans:
  - CSE: ∞
  - ME: 2 positions
  - TechComm: director

Clinical, Research Tracks

- Anticipated PoP hires: ISD, AERO
- Research faculty search in UMTRI
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

Remind faculty about inappropriate questions
### 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
  - For all candidates this year

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### Non-Evaluative Meetings

- New this year: for everyone
- Purpose: discuss topics they may not feel comfortable raising with dept evaluators
- Matching: based on expressed preferences (both sides), not identity
- Volunteers solicited
  - https://forms.gle/L1bpPvfE5c4cyRpq7
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: $310K | $155K (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/](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, ExCom Approval

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