

# College of Engineering Faculty Search Workshop

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## Agenda

- Hiring Slots
- Search Timeline
- Guidelines on Candidate Visits
- DEI in Faculty Hiring
- Discussion

## 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



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## Departmental Slots

- Allocated annually by CoE ExCom, based on
  - memos from depts describing needs and priorities
  - “productivity” analysis, capacities, etc.
- Automatic carryover of unused slots
- Encourage long-term view, standing search committees



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## Program Slots

- Cross-cutting searches
- Currently: Robotics, MIDAS\*, Biosciences
- 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



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## 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)



Melissa Dorfman  
DC Program Mgr



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## 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
  - 23 accepts (5 female, 2 URM)
  - 2 pending (0 female, 1 URM)
- Accept rate
  - 48% of those resolved

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–Dec)

- Convene committee
  - Plan and implement recruiting strategy
  - Identify resources for pool development
- Advertising and pool development
  - ADAA office approves all ads
  - Reach out to professional networks
- STRIDE Faculty Recruitment Workshop
  - Required for all search committee members (good for 3 years)
  - Workshop dates:
    - 23 Sep; 10, 28 Oct; 8, 13 Nov; 3, 11 Dec
    - 23 Oct (for those who have attended a previous workshop)

• ADAA and DEI dir.  
open to meet with  
search cmte at any  
time

## Search Timeline (Jan–Feb)

- Continue developing pool of candidates to interview
  - Consider broad range of backgrounds
  - UM programs: NextProf, President’s Postdoctoral Fellows
- 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

## Search Timeline (March–May)

- Continue interviews, start making hire recommendations
- Sooner is better, avoid Apr crunch
  - 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
  - Info on search strategy and how process played out



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## Candidate Non-Interview Visits

- Pool development
  - Invite potential prospects for dept seminar
  - Special symposia for broadening exposure (funding may be available)
- Exploratory visits
  - Typically for senior candidates
  - Not announced as interview, no official evaluation



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# Applications

- Online tools (e.g., Interfolio)
- Candidate statements
  - Research, teaching, DEI
  - Disseminate, consider how to evaluate
- Reference letters
  - At application time or on identification of interest
  - Casebook requirements
    - Assoc/Full: 5 arms' length, incl 2 not suggested by candidate
    - Asst: 3, no arms' length requirement



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# 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

## Candidate Visit Best Practices

- Use consistent schedule structure for all candidates to ensure equitable basis for evaluation
- Assign host with clear responsibilities
- Include “chalk talk” (define scope)
- 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 pairs or small-group settings
  - Provide opportunity to meet students and post-docs
  - Facilities tours: LNF, (MC)2, ...

## Inappropriate Questions

- Do not ask illegal or discriminatory questions about candidate's 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.



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## Collecting Feedback and Evaluation

- Have process in place in advance
- Solicit feedback from faculty members before and shortly after the interview (details fade with time)
  - Consider all application materials carefully
  - Indicate what the evaluation is based on (i.e., attended seminar, met with candidate, etc.)



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# Example Feedback Form

Please indicate which of the following are true for you (check all that apply):

- Read candidate's CV and statements (e.g. teaching)
- Read candidate's scholarship
- Read candidate's letters of recommendation
- Other (please explain):

Please rate the candidate on each of the following:

	excellent	good	neutral	fair	poor	can't judge
Potential for (evidence of) scholarly impact in the classroom						
Potential for (evidence of) research productivity						
Potential for (evidence of) research funding						
Potential for (evidence of) collaboration						
Potential for (evidence of) contribution to departmental priorities						
Ability to make positive contribution to department's climate						
Potential (demonstrated ability) to attract and mentor diverse graduate students						
Potential (demonstrated ability) to teach and mentor diverse undergraduates						
Potential (demonstrated ability) to be a conscientious university community member						
Potential for (evidence of) service to campus community						



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# 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)



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## 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



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## Increasing Faculty Diversity

- CoE DEI Strategic Plan, Objective #5
  - “Develop talented and diverse college leadership, departmental leadership, and instructional and research faculty capable of providing a world class academic and research learning environment for a global, diverse student body. Our five-year objective is to develop a diverse instructional faculty with year-over-year increases in the percentage gender and URM representation.”
- “Hiring our Values”
  - Discussions with faculty search cmtes about considering diversity and other core values in hiring process



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## Deck is Stacked against Diversity

- We naturally understand and value accomplishments of people like us
  - (expertise, research methodology, disciplinary community, culture, ...)
- Systematic effects of standard productivity measures
- Adjusting comparisons for preparation and opportunities
- Conservatism in consensus process



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## Junior vs Senior TT Hires

Last 6 years

Rank	# Hired	% female	% URM
Asst	83	30	10
Assoc or Full	38	13	5

Last 12 years

Rank	# Hired	% female	% URM
Asst	163	28	9
Assoc or Full	72	13	3

This year: Focus on junior-level candidates  
Special justification expected for senior hires



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# Hiring Our Values

- **Leadership and excellence**  
True to being “Leaders and Best,” we do not settle. We forge paths that inspire others, and push relentlessly for quality and preeminence in all we do.
- **Creativity, innovation and daring**  
“We’ve always done it this way” is never how we do it. We seek to improve the quality of life. Bold thinking and non-traditional action are among the tools we rely on to solve problems and create opportunities.
- **Diversity, equity and social impact**  
The best mix of talent achieves the greatest outcomes. People with different skills, backgrounds, identities and perspectives are necessary for us to realize our vision. Opportunities are created for all, and where barriers exist, we close the gaps. Every member of our community gets to be heard, should be involved and must be empowered to achieve to their full potential. We serve the common good.
- **Collegiality and collaboration**  
Camaraderie is a strength. When we disagree, we remain civil. We succeed in facing complex challenges by working together — across the lab, classroom or globe. Teamwork is fundamental to how we operate. We cannot fulfill our potential unless we are combining our strengths. Our individual abilities are joined to accomplish a united vision and mission.
- **Transparency and trustworthiness**  
A consistent respect for truth breeds good relationships. We depend on open and honest sharing of data, facts and individual perspectives. In difficult situations, where discretion is required or conversations are sensitive, we acknowledge the limits of what can be shared. Trust must be preserved.



<http://strategicvision.engin.umich.edu/our-vision/our-values>

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# Values in the Hiring Process

- Eliciting relevant information from/about candidate
- Incorporating in evaluations and deliberations
- Creativity, Innovation, and Daring
  - Recognizing in candidates
  - In our hiring process



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## Links

- ADAA Office:
  - <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/>
- Diversity:
  - <http://www.diversity.umich.edu/>
- Provost Office:
  - <http://www.provost.umich.edu/>



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## Contacts

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Position Descriptions, Offer Letters and Packages

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Visits, Casebooks, EC Approval

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