

College of Engineering Recruit and Hire Workshop

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Associate Dean for Academic Affairs (ADAA)
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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

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



3

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



4

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



5

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)



6

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

Temp backup support:
Alicia Simon
adsimon@umich.edu

- 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

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



11

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



12

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

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/LIbpPvfE5c4cyRpq7>

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



19

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



20

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



21

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%



22

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

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Position Descriptions, Offers and Packages

Sherry Hall

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Visits, Casebooks, ExCom Approval

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