College of Engineering Recruit and Hire Workshop

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Agenda

- ☐ 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 <u>not counted</u>:
> - ☐ 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
  - enrollment and other analysis, capacities, etc.
- Automatic carryover of unused slots
- Encourage long-term view, standing search committees

Program Slots

- Cross-cutting searches

- Special programs

- 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)

Melissa Dorfman
DC Program Mgr

AY22-23 TT Search Statistics

- 27 open slots
- 122 candidates interviewed
  - 44 (36%) female
  - 8 (7%) URM
- 2,156 total applicants
  - 277 (19% of 1,451 identified) female
  - 56 (4% of 1,386 identified) URM

- 65 offers
  - 16 female, 3 URM
- 27 accepts
  - 8 female, 3 URM
- Accept rate
  - ~42%

Non-TT Hiring Statistics

Lecturers

- Formal searches AY22–23:
  - BME: 1 Lec III hire
  - CEE: 1 Lec III hire
  - CLaSP: 1 Lec III
  - CSE: 1 Lec III hire
  - ECE: 1 Lec III
  - ISD: 1 Lec III hire
  - ROB: 1 Lec III hire
  - Tech Comm: 3 Lec III hires (reclassed from Lec I)

Clinical, Research Tracks

- Research faculty search in CLaSP (1 senior RP hire)
- Clinical faculty search in AERO, CFE, CLaSP and NAME (3 PoP hires)

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/zoom 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 need waivers for offers to hire faculty at another institution within 4 months of start time

☐ Once offer is approved, start negotiating with prospect

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
- ☐ Reference letters
  - ■ Letters solicited during application process <u>may</u> not be suitable for hiring casebook (Associate and Full)
  - ■ Letter requirements
    - ☐ Assoc/Full: 5 arms' length, incl 2 not suggested by candidate
    - ☐ Asst: 3, no arms' length requirement

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

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Non-Evaluative Meetings

- ☐ 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 via Non-Evaluative Interview Volunteer Form
  https://forms.gle/yWdcBtji65JretBQ6

Recommendation to Offer

- ☐ Follow dept process to recommend offer
- ☐ Hiring casebook prepared for CoE ExCom includes but not limited to:
    - ■ 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…)
- ☐ Assoc+ also require Provost and Regents approval
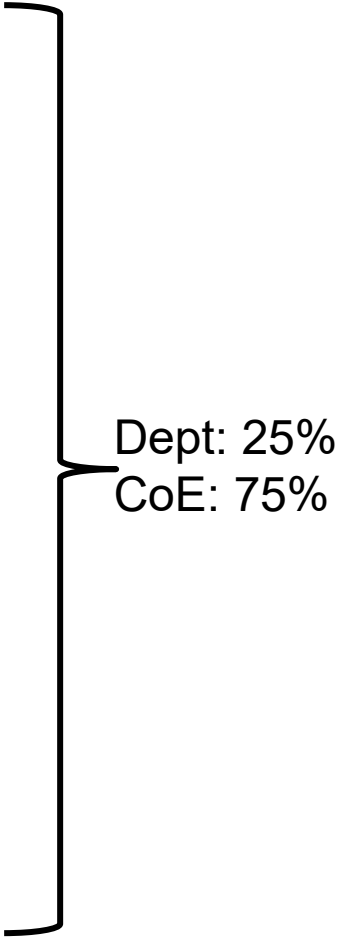
Chair Memos

- 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 and abstentions
- 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
  - <u>Must wait</u> for Provost before sending offer
  - Time delay is unpredictable, possibly long during peak season

Standard Startup Configurations (Junior / Senior)

- ☐ 4 | 2 summer months (J | S)
- ☐ Moving expenses (10% FTR, lump sum up to $15k)
- ☐ Student support: $400K | $200K (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

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Position Descriptions, Offers and Packages

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Visits, Casebooks, ExCom Approval

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NIH Faculty Institutional Recruitment for Sustainable Transformation (FIRST) Grant Program

- ☐ Michigan Program Advancing Cultural Transformation (M-PACT) in the Biomedical and Health Sciences

NIH GOALS FOR THE FIRST PROGRAM

Foster sustainable institutional cultural change to become more diverse, equitable, and inclusive.

Diversify the NIH pool of PI's by diversifying the faculty at NIH Funded Institutions.

Develop, retain, and promote these diverse faculty.

Demonstrate that a cohort hiring model works and can be exported to other institutions.

NIH FIRST Requirements for the Hires

- **Must hire at least 10 positions in biomedical and/or health sciences field**

- **Must be tenure-track (research or instructional)**

- **Must be junior faculty (1st faculty job)**

- **Must be eligible for NIH funding and in a NIH-relevant field**

- **Must be guaranteed at least 75% research effort during duration of the grant**

- **Must have a diversity statement that demonstrates a history and commitment to promoting diversity in their research, teaching, and/or service activities.**

Specific Aims of M-PACT

Hire 30 outstanding tenure-track early-career faculty with a demonstrated commitment to diversity across 11 U-M units.

Nurture through tenure a cadre of intellectual leaders with a demonstrated commitment to diversity in the biomedical and health sciences research

Use M-PACT to catalyze long-term, sustainable change in infusing inclusive excellence in the culture of U-M Health Sciences.

Rigorously evaluate M-PACT processes and outcomes and disseminate results across U-M and to the broader field.

Hires by Participating Unit

Units	Hires
DENTISTRY	2
ENGINEERING	4
INSTITUTE FOR SOCIAL RESEARCH	2
KINESIOLOGY	2
LIFE SCIENCES INSTITUTE	2
LITERATURE, SCIENCE, & THE ARTS	4
MEDICAL SCHOOL	5
NURSING	2
PHARMACY	2
PUBLIC HEALTH	3
SOCIAL WORK	2

Starting Salary *
50% Unit
50% Provost

Research Start-up Package
0-$315K
100% M-PACT

Research Start-up Package
$315K- $1M
50% Unit
50% Provost

Research Start-up Package
Over $1M
100% Unit

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Requirements of the School/College

Mentoring plan for each individual hire

STRIDE training for all search committee members

Commitment that start-up packages will be equitable for all faculty

Commitment to utilize recommended practices to diversify search pool for new hires

Commitment to incorporate all effective practices from grant program into the regular faculty hiring procedures

Statement from Dean that expectation for tenure and promotion will be equitable

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Process

☐ Directly apply through the M-PACT portal

- ■ Qualified applicants then sent to units for review and normal hiring process

☐ Or, directly apply through the unit's application portal

- ■ If deemed appropriate, redirect to M-PACT for verification

- ■ This can happen any any stage of the hiring process

☐ CoE internally: google drive folder

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https://research.umich.edu/m-pact/

A central tracking sheet

Applicant name	Date available	CoE units of interest							
		BME	CLaSP	ChemE	CSE	ECE	IOE	MSE	ROB
Mian Adnan	10/30		Unopened ▼		Not interest… ▼		Unopened ▼		Unopened ▼
Luis Hernandez-Nu	10/30	Unopened ▼							
Freddy Nguyen	10/30	Unopened ▼		Unopened ▼		Unopened ▼		Not interested ▼	
								Outstanding candidate, but not a materials scientist.	
Rong Cai	11/2			Unopened ▼					

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