2015 - 2016
LSA DIVISIONAL AFFAIRS
RECRUITMENT & FACULTY LEAVES OVERVIEW

AUGUST 11, 2015
KATHE HARRISON, MANDY HARRISON, RICK RICHTER
AGENDA

- Welcome & Introductions
- Position Requests
- Posting & Advertising
- Pool Reports & Campus Visits
- Background Checks
- Dual Career Program
- Candidate Selected
- College Approval
- Junior & Senior Cases
- Offer Worksheets & Offer Letters
- Joint Appointments
- What is an MOU?
- Candidate’s Decision
- Hiring the Candidate

- Early Appointments - Key Info
- Visiting Faculty
- Teaching Academy
- Important Reminders
- Types of Leaves
- College Policy
- Leave Approval Process
- Stumbling Blocks
- Wolverine Access
- Working with the Faculty Leave Tool
- Leave Matrix
- Contact Information & Questions?
Recruitment starts with a need in your unit to add or replace faculty

- Position requests submitted in April, EC reviews in May, and approvals sent to units in June.

- Approved or authorized position is assigned an LSA position # by the College.

- Positions are normally budgeted at the junior level, which for AY 2015-16 covers a salary rate up to $100,000.

- For salaries over $100,000, the unit is required to commit 1.5 positions to a hire.
Posting & Advertising

- Approved faculty positions must be posted *publically* in eRecruit.

- Ads must be approved by Academic Affairs prior to placing ad:
  - Sample ad in Appendix 3
  - Send draft ad to Kathe Harrison (kdavids@umich.edu)
  - Draft ad checked for required language (pg. 3)

- Ad may be placed with conditional wording if you are waiting for EC approval of position
  - Use “pending authorization” or “we anticipate”

- May need print ad to hire a foreign national
  - Contact the International Center or check out their website
PERSON-SPECIFIC HIRE — WHAT IS IT?

- Target of opportunity
- No authorized position - no assigned position #
- No search - no pool - no ethnicity/gender survey
- Requires Executive Committee approval like any other hire - unit’s follow standard procedures for putting together a hire request
- Still requires a pool report
- Need waiver of UM public posting
- Must post internally for background check
LSA Pool Report records applicants’ ethnicity & gender. Primary purpose is to meet Federal requirements.

- LSA ethnicity/gender survey is required - results of survey are recorded on the Pool Report
  1) Unit requests Dean’s Office facsurvey@umich.edu to initiate survey & provide unit with URL
  2) Unit sends acknowledgement e-mail with URL to applicants - sample email in Appendix 4. Responses go to “facsurvey” email address.
  3) Units must contact facsurvey@umich.edu for survey results in order to prepare pg. 2 of the Pool Report.

- Secondary purpose - approval of campus visit funding
  1) Approval by Divisional Associate Dean required before candidates are invited to campus (pgs. 4-5)
**Campus Visits**

All *senior* candidates must meet with the Divisional Associate Dean during their visit to campus

- Contact Michele Bearinger ([mabearin@umich.edu](mailto:mabearin@umich.edu); 647-2115) well in advance of a candidate’s visit
- Send Michele your candidate’s CV prior to the meeting
- Refer to handout “Faculty Search Candidate Campus Visit Funding” also on the web at [http://www.lsa.umich.edu/facstaff/academicaffairs/policiesandprocedures/tenuredandtenuretrackfaculty](http://www.lsa.umich.edu/facstaff/academicaffairs/policiesandprocedures/tenuredandtenuretrackfaculty)
BACKGROUND CHECKS

A background check is required for the final candidate in a faculty search

- Effects all instructional hires (tenure track faculty, visiting professors, research faculty, lecturers)
- Managed by central HR via eRecruit
- Unit should initiate background check early so that it can be completed by the time all hiring approvals are received.
- Read background check instructions on website.
- Notify ‘chosen’ candidate of need to complete background check using template Appendix 5.
- Note that the Dean’s Office contact for background checks is Jim Burkel.
Program provides job search assistance to partners of tenure-track or tenured faculty recruitment candidates.

Partners seeking academic positions - we assist by bringing their CV to the attention of relevant units on campus. When there is no fit at UM, we reach out to other institutions in the greater Ann Arbor area.

Partners seeking non-academic positions - we provide general support for a job search, including:

- Familiarize partner with UM’s posting/application site,
- Familiarize partner with potential area employers in his/her field,
- Identify networking opportunities,
- Scout for openings that may be of interest, and
- Provide resume/interview assistance, as needed.
How Can Units Help With Partner Hires?

Staff can assist in the following ways:

- Contact Jo Ann with any questions about how to handle a partner situation
- Notify Divisional AD and Jo Ann as early as possible of a need for dual career assistance
- Be sure to include the Dual Career flyer as part of your candidate welcome packet
- Check out the Dual Career Program website at http://www.lsa.umich.edu/facstaff/academicaffairs/dualcareerprogram
**Candidate Selected**

- Recommend units use checklist for internal tracking (Appendix 1)
- Solicit reviewers using template letters (Appendix 7 - senior hires only)
- Dossier finalized using lists on the bottom of the *Proposal to Hire Worksheet* (Appendix 2)
- Case forwarded to College with completed *Proposal to Hire Worksheet*
SUBMITTING THE RECRUITMENT CASE TO THE COLLEGE

Reminders:

✓ Include completed Proposal to Hire worksheet in main dossier .pdf
  ➢ Includes unit funding plan for person-specific cases
  ➢ Provide partner information, if known

✓ Pool report

✓ Waiver of posting, if person-specific

✓ Complete dossier uploaded to SharePoint

✓ For senior cases only, separate publications with CV uploaded to SharePoint
**College Deadlines**

- Complete cases received by the **Tuesday noon deadline** will usually go to Executive Committee in two weeks (see EC Calendar).

- Cases received by College in Dec/Jan may take longer to get EC approval since promotions are under consideration at that time.

- Offer Worksheet - if sent to Kathe when dossier submitted, it will be put into the queue for Offer Group review at the same time as EC review.
**Junior Hire Request**

Unit deadline for EC review is Tuesday noon

Initiate background check if you have not already done so

Weekly EC planning meeting - decision whether case ready for EC consideration

If yes - EC materials made available for EC members by Wed noon

EC Meeting

Mandy notifies units of EC decision

If no, unit may appeal decision at a future EC meeting

Kathe Harrison receives completed offer worksheet & supporting materials, which are placed on next available Offer Group agenda

Offer Group approves commitments & Kathe notifies unit of approval or asks for more information

Kathe reviews draft offer & unit notified of approval

If yes AND draft offer approved AND background check passed, OK to send offer to candidate

If no, unit may appeal decision at a future EC meeting

**Senior Hire Request**

Unit deadline for EC review is Tuesday noon

Initiate background check if you have not already done so

Weekly EC planning meeting - decision whether case ready for EC consideration

If no - hold case until issues resolved; then back to planning meeting

If yes - DEC & EC materials made available for DEC & EC members by Wed noon

DEC Meeting

EC Meeting

Mandy notifies units of EC decision

If yes, to Provost & President for approval

If no, unit may appeal decision at a future EC meeting

Kathe Harrison receives completed offer worksheet & supporting materials, which are placed on next available Offer Group agenda

Offer Group approves commitments & Kathe notifies unit of approval or asks for more information

Kathe reviews draft offer & unit notified of approval

If yes, to Provost & President for approval

If no, unit may appeal decision at a future EC meeting

Unit notification of Provost & President decision

When Prov/Pres yes AND draft offer approved, AND background check passed, OK to send offer to candidate
The Offer Worksheet captures the commitments the unit is proposing for the candidate.

- Appendices 8 (New Jr appts) & 10 (New Sr appts)

Basic package funded by the College:

- 2 effort bearing ninths
- $5K research start-up
- 10% of salary (max. $15K) for moving allotment
- Standard office renovation
- Standard office furniture package
- Standard computer package
To complete the offer worksheet:

- **Explain all commitments outside the norm:**
  - higher salary rates than other faculty at that rank in your unit
  - more than 3 years to spend start-up packages (senior hires)

- **Start-up packages over $5,000 must include:**
  - itemized list with estimated costs for each item
  - GSRA/GSI estimates must include all costs (benefits, tuition, etc) & are these new or existing allocations
  - itemize equipment separately
  - short-code for unit’s share of start-up
  - Office & Lab room numbers for all hires
  - Lab renovation estimate, if applicable (see next bullet)

- **Renovations larger than standard must include estimate from Facilities staff (Bob Johnston or Bill Weber)**

Note - Incomplete worksheets will not be sent to the Offer Group
ISSUING THE OFFER LETTER

Final offers may be sent to your faculty candidate once you have received:

**Junior hires:**
- Mandy’s email indicating Executive Committee approval
- Confirmation of successful background check
- Approval of PFIP funding, if applicable
- Kathe’s email indicating draft offer/MOU approved
- AAU waiver if candidate has a tenure-track appointment at an American institution

**Senior hires:**
- Kathe’s email indicating Provost/President approval
- Confirmation of successful background check
- Approval of PFIP funding, if applicable
- Kathe’s email indicating draft offer/MOU approved
- AAU waiver if candidate has a tenure-track appointment at an American institution
A tenure-track faculty member holds a Joint Academic Appointment if he/she holds any combination of regular instructional, research, or clinical instructional appointments, including appointments of 0% effort (sometimes called “dry” or “courtesy” appointments).

These Joint Appointments may all be in LSA or one or more may be in another school, college, or research center.
**WHAT IS AN MOU?**

**MOU = Memorandum of Understanding**

- An MOU captures agreements between units for jointly appointed faculty regarding:
  - effort
  - start-up funding
  - teaching load
  - grants management & indirect cost returns
  - Space
  - moving
  - tenure review & promotion
  - merit review process

- **Templates are required by the Provost**
  - Appendix 10 of Junior Faculty Appointments document
  - Appendix 12 of Senior Faculty Appointments document
**Candidate's Decision**

Regents approval required for senior faculty hires.

Solicited once candidate accepts offer.

- Send acceptance & resignation letters to Kathe Harrison (kdavids@umich.edu) as soon as possible
- Regents approval needed before you can appoint:
  - Associate Professors (with or without tenure)
  - Professors with tenure
- The Regents:
  - Meet on the 3rd Thursday of each month except August (see Regents Calendar)
  - KATHE’s DEADLINE - last Friday of the month.
Hiring the Candidate

Hiring paperwork goes to Deb Erskine in Divisional Affairs for:

**Junior Faculty**
- appointment request form
- background check notification document (from Kathe)
- acceptance letter
- resignation letter (where applicable)
- faculty personnel record
- employment eligibility verification (aka I9 form)
- supplemental appointment information form (36100)

**Senior faculty**
- all of the above AND approved Regents communication

Candidate with non-resident alien or resident alien tax status must complete hardcopy tax forms. For more information go to the Payroll web site at [http://www.finance.umich.edu/finops/payroll/forms#t74](http://www.finance.umich.edu/finops/payroll/forms#t74).

Candidates who are currently appointed to a UM instructional title only require an HR submittal form.
Early Appointments - Key Information

Often faculty want to use their effort-bearing ninths to start early:

- Cannot be employed elsewhere
- Must be in Ann Arbor and actively engaged
- Only 1 or 2 ninths may be used
- Appointment will be as a visiting faculty member until September 1 or January 1
Visiting Instructional Faculty

- Visiting Faculty may be appointed for a maximum of 1 year
- To qualify for benefits, visiting faculty must have at least a 4-month appointment at 50% effort
- A background check is required
- Use template offer letter
- Guidelines & template on the LSA website: http://www.lsa.umich.edu/facstaff/academicaffairs/policiesandprocedures/visitinginstructionalfaculty
For junior faculty (instructors, assistant professors and associate professors without tenure):

- Must attend all sessions
- Starts late August (this year 8/20 & 8/21)
- Other dates throughout the academic year
- Must attend all sessions to receive $2,000 at end of academic year.

Notify Kathe of changes in start date as soon as possible!
**Important Reminders**

Senior hires:
- 2 arm’s length external reviewer letters solicited by unit only
- Biographical paragraph in front of each external review letter
- Rationale for any reviewer at a lower rank or not in a faculty position

Senior hires with joint appointments:
- Document collaborative nature of research &
- Clarify candidate’s contributions that point to research independence

For all new faculty:
- Background checks required prior to sending offer
- Faculty given a one-time allotment to cover moving - no receipts or spending reports needed
Types of Tenure Track Faculty Leaves

Sabbatical (SAB)
- Tenured faculty only, with active research program & 12 active terms

Duty Off-Campus Leave (DOC)
- For nurturance leaves, administrative leaves, assigned teaching abroad programs, research elsewhere at the request of the unit or college, sabbatical equity accrued elsewhere

Scholarly Activity Leave (SAL)
- Prestigious fellowship; award must generally be at least 25% of academic year FTR salary
- Includes internal UM awards

Leave Without Salary (LWOS)
- Personal leaves, non-assigned teaching or research elsewhere
Starting in the fall, tenure clock exclusions and modified duties requests will be submitted via the Faculty Lifecycle Portal.

**Tenure Clock Exclusions**
One- or two-year exclusions from the Tenure Clock may be requested when life circumstances have affected a faculty member’s productivity, e.g:
- infants or young child(ren) joining the family by birth, adoption, marriage
- illness of candidate or immediate family member
- other unique circumstances

**Modified Duties**
One-term option for faculty members who experience life events that decrease their ability to meet their teaching obligation. Reasons might include:
- Childbirth (if twins, may request 2 terms)
- Adoption
- Illness or death of immediate family member

[http://www.lsa.umich.edu/facstaff/academicaffairs/policiesandprocedures/tenuredandtenuretrackfaculty/familyfriendlypoliciesandprocedures/tenureclockexclusion_ci](http://www.lsa.umich.edu/facstaff/academicaffairs/policiesandprocedures/tenuredandtenuretrackfaculty/familyfriendlypoliciesandprocedures/tenureclockexclusion_ci)
LSA Leave Policy

• Changes to the Policy
  • Eliminate the two-year rule
  • Eliminate the five-year top off rule
  • Associate Professor Support Fund- possible course release
LSA Leave Policy

• No leave is an entitlement
• Can be taken on or off campus
• Obligations to graduate students and colleagues do not end
• Sabbatical equity can only be earned:
  ❖ during active terms, or
  ❖ while on DOCs for nurturance leave, assigned teaching abroad, or assigned research off campus
• Course release time and modified duties are not leaves:
  ❖ Scholarship, service, student mentoring, non-didactic teaching all continue
**Stumbling Blocks**

- Impact on benefits and salary
- Impact on retirement contributions
- Topping off awards
When Will Approved Leaves Appear in Wolverine Access?

Leaves that change or stop pay must be on Wolverine Access by:

- **July 15** for fall leaves
- **January 15** for winter leaves

Leaves that do not stop or change pay:

- Submittal to HRRIS may be delayed until after the beginning of the term – especially for fall term, so as not to conflict with the salary program
- BUT can be processed anytime after LSA approval, if requested, to accommodate faculty member’s benefits needs

Best Practice for Units:
Verify leave in Wolverine Access according to timeline noted above.
## Faculty Leave Matrix

<table>
<thead>
<tr>
<th>Leave Type</th>
<th>Life Cycle Workflow Task</th>
<th>Memo to Divisional Associate Dean</th>
<th>Regents’ Communication</th>
<th>Accrues Sabbatical Equity</th>
<th>Retirement Contribution</th>
<th>Health Benefits</th>
<th>MPathways Submittal Paperwork</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sabbatical (SAB)</td>
<td>Yes</td>
<td>Yes-if asking for exception to policy</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes-by Dean’s office</td>
</tr>
<tr>
<td>Duty Off Campus (DOC)</td>
<td>Yes</td>
<td>Yes-if asking for exception to policy</td>
<td>No</td>
<td>Only for nurturance &amp; assigned teaching abroad or assigned research off campus</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes-by Dean’s office</td>
</tr>
<tr>
<td>Scholarly Activity (SAL)</td>
<td>Yes</td>
<td>Yes-if asking for exception to policy</td>
<td>No</td>
<td>No</td>
<td>Yes-based on % of UM salary paid</td>
<td>Yes</td>
<td>Yes-by Dean’s office</td>
</tr>
<tr>
<td>Leave Without Salary (LWOS)</td>
<td>Yes</td>
<td>No</td>
<td>Yes-if asking for leave beyond one year</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes-by Dean’s office</td>
</tr>
<tr>
<td>Modified Duties (not a leave)</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Medical Leave*</td>
<td>No (medical release form needed)</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Contact Work Connections &amp; Deb Erskine prior to completing paperwork</td>
</tr>
</tbody>
</table>
Submit leave requests via the Faculty Leave Tool by:

- **Sabbaticals** due **JANUARY 8, 2016**
- **Non-Sabbaticals** due 3 months prior to start of leave
1. Faculty member submits leave request through the Faculty Leave Tool
2. Unit completes review process, chair / director approves, and leave is forwarded to Mandy
3. Mandy reviews and forwards leave to Associate Dean
4. Once the AD approves Mandy places the leave request on the next available EC agenda
5. Once the EC approves the Faculty Leave Tool sends out an automatic email notification
6. Tom Hart in the Dean’s office creates submittal
   • Remember that all leave submittals that change leave pay will also change to 100% scholarship/research
7. HRRIS adds leave to HR system
WHERE CAN I FIND THE POLICIES?

Consult the LSA website:

http://www.lsa.umich.edu/facstaff/academicaffairs/policiesandprocedures/academichrprocesses/newfacultyappointments

http://www.lsa.umich.edu/facstaff/academicaffairs/policiesandprocedures/tenuredandtenuretrackfaculty/leavesandsabbaticals

And you can always contact:

❖ Mandy Harrison - amvogel@umich.edu, 615-0659
❖ Kathe Harrison – kdavids@umich.edu, 615-0658
❖ Rick Richter- rjrichtr@umich.edu, 763-2787
(technical questions)
WORKING WITH THE FACULTY LEAVE TOOL