Appointment of a New LEO Lecturer III
College of Literature, Science, and the Arts
Last updated November 2014

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1. **INTRODUCTION**

The terms and conditions of employment for new LEO Lecturer III positions are covered by the collective bargaining agreement between the University and the Lecturers’ Employee Organization (“UM/LEO Agreement”).

The LEO Lecturer III designation is a position title within the LEO Lecturer bargaining unit, and not a promotional rank. In LSA, a new LEO Lecturer III position requires:

a. Instruction; and
b. Significant ongoing administrative or service duties within an academic unit; and
c. A broad range of instructional expertise.

New LEO Lecturer III positions are qualitatively different from LEO Lecturer I/II positions, the latter are primarily for the teaching of assigned courses. A LEO Lecturer III may be assigned a broader range of instructional duties, as well as responsibilities for course coordination, academic advising, course development, etc. However, there is a strong preference that student advising, counseling, upper level undergraduate instruction, and graduate instruction be assigned to tenure-track faculty. There are important contractual differences in the duties that may be performed by LEO Lecturers I/II and LEO Lecturers III/IV. The College will be attentive to the duties proposed before approving a position for or an appointment of a LEO Lecturer to a specific LEO unit title.

The appointment of a LEO Lecturer III resembles the appointment of an Assistant Professor in that the College Executive Committee must authorize the position and approve hiring of the individual, with the Offer Group approving the terms of offer.

2. **REQUESTS FOR NEW LECTURER III POSITIONS**

Requests for new LEO Lecturer III positions will be considered by the College when a unit has identified a continuing curricular and administrative/service need that cannot be met with the existing faculty cohort. It is expected that most successful requests will be enrollment driven and related to managing course access in heavily enrolled lower-level undergraduate courses. When developing a request for a new Lecturer III position, please consider whether any proposed non-instructional duties are appropriate for a staff appointment and whether the instructional duties are of a nature that may justify a tenure-track position request.

Obtaining approval for an incremental (i.e., new) LEO Lecturer III position or to replace a LEO Lecturer III position is a two-step process:

1) approval by the Associate Dean for Budget, and
2) approval by the College Executive Committee

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1 However, there may be circumstances whereby a Lecturer III position is excluded from the LEO Lecturer bargaining unit. These questions involve contract interpretation and application of statutory and other authority. Please consult with the Dean’s Office (e.g., Jim Burkel, Senior Academic Labor Relations Representative, jburkel@umich.edu, 763-9841) if you have questions about the applicability of the UM/LEO Agreement to a Lecturer III position you are requesting.

2 The portfolio of duties for Lecturer III positions appointed after 9/1/07 requires the three (3) elements listed above. LSA Lecs IV who held the appointment of Lec IV prior to 9/1/07 may not (and are not necessarily required to) have all three elements in their ongoing portfolio of duties. This is due to a definitional change in the position description for Lecs III/IV that resulted from the 2007 UM/LEO negotiations.
To obtain both approvals, please submit a position request document that includes a narrative describing:

- how the position request fits into the long range plan of the unit;
- the need (e.g., enrollment pressures, new course, change in curriculum);
- expected work load (courses to be taught and specific administrative/service duties to be performed along with the effort associated with each duty. Duties must be substantial and continuing; and must not be a rotating responsibility shared by several lecturers;
- why existing tenure-track and tenured faculty cannot meet this need;
- the “range of instructional expertise” required for the position; and
- the qualifications required of a candidate

The position request should describe the position only. It must not include the name of the candidate, if already identified, or any information on proposed salary or salary range. In a separate communication from the position request, please contact the Associate Dean for Budget and Planning (James Penner-Hahn, jph@umich.edu) with information that contains the salary range, the resources the unit is contributing, and what, if any, dual career funding or College resources are being requested, including incremental start-up costs.

A request for a Lecturer III position may be submitted to Divisional Affairs throughout the academic year. Once approved by the Associate Dean for Budget and Planning, the request will be forwarded for approval to the College Executive Committee.

Where a candidate has already been identified (i.e., a person-specific hire), the same two steps for position approval must be followed. The results of the Executive Committee review will be communicated to the unit(s) via email and, if approved, will include a position number. Once the position request is approved, the steps described below are followed (see Section 4).

Should an event, such as a dual career hire or late winter term resignation, occur when the Executive Committee is not in session, units may consider having the duties performed on a short term basis by a LEO Lecturer I or II (or a short-term Lec I appointment for the partner in a Dual Career situation), pending final approval for the Lecturer III position in the fall. Please consult Jim Burkel and/or Linda Dabrowski should this situation arise.

3. CONTACT INFORMATION

Once the LEO Lecturer III position request has been approved by the Associate Dean for Budget, the subsequent stages of the approval process are handled through LSA Divisional Affairs. Questions about the process should be directed to Mandy Harrison, Academic Human Resources Specialist (amvogel@umich.edu, 615-0659).

In addition, the provisions of the UM/LEO Agreement must be considered and, when applicable, followed as they relate to the appointment of a Lecturer in the LEO bargaining unit (e.g., some Lecturer III positions may be supervisory in nature and therefore excluded from the LEO bargaining unit). Questions about the administration of the UM/LEO Agreement and its application to the hiring of Lecturers III should be directed to James T. Burkel, Senior Academic Labor Relations Representative (jburkel@umich.edu, 763-9841).
4. UM JOB POSTINGS, BACKGROUND CHECKS, AND ADVERTISEMENTS

In the context of a new Lecturer III position, there are two (2) methods of communicating the position to prospective candidates: (1) Advertisements in appropriate publications; and (2) Job Postings in the UM employment system (e.g., “umjobs.org”). Both are discussed in this document, and samples of each are included in the appendices.

POSTING

In general, and if a new Lecturer III position is covered by the UM/LEO Agreement, it must be posted in the UM employment system (i.e., eRecruit) as required under the UM/LEO Agreement. Posting may be waived in some circumstances. In addition, all Lecturers in the appointing unit must be notified of the appointment opportunity (see, e.g., Article XI[A][8]), and the provisions of Article XII (“Layoff, Reduction in Appointment Effort, and Recall”) must be followed.

If a LEO Lecturer III posting is required, the posting must contain the following language and information:

- A statement that applications are being accepted for a LEO Lecturer III position, and an alert that the position is “pending authorization” if budgetary/Executive Committee approvals have not yet been obtained;
- A general description of the duties;
- An estimate of the initial duration of the appointment (e.g., the UM/LEO Agreement provides that the Lecturer III appointments may be a series of annual [UYr] appointments, a single multi-year appointment, or a combination of annual and multi-year appointments, for up to the first four [4] years, contingent on performance, programmatic need, availability of work, and funding. A Lecturer III will undergo a major review under the UM/LEO Agreement during or before the last [e.g., 4th] year of appointment as a Lecturer III; if review prior to the fourth year is desired, consult with Jim Burkel and/or Linda Dabrowski before committing to the Lecturer III);
- An estimate of the expected percentage of effort for the appointment (at least during the first appointment period; i.e., annual or multi-year appointment);
- The minimum qualifications;
- The desired qualifications;
- The selection criteria to be used (e.g., “Decisions will be made based on the strength of the required and desired qualifications, with focus on strength of past teaching experience and breadth of exposure to the subject matter in the field.”);
- The deadline for applications;
- The anticipated start date of the appointment;
- The date by which the academic unit anticipates it will extend an offer to the successful candidate;
- A statement that the appointment, as posted, is subject to the UM/LEO Agreement; and
- A statement that the position is contingent on successful completion of a background check.

3 Please contact the Dean’s Office (e.g., Jim Burkel and/or Linda Dabrowski) before waiving posting. Posting may be waived in some circumstances (e.g., as provided in Article XIV [“Provisions for Special Case Appointments”], and Article XXVI [“Posting, Hiring, and Notification”].
The Online Job Requisition Form may be found within the eRecruit system just as with staff positions. In the box marked “unit pcn,” please write the authorized LSA position number. Employment Services will then take this information and create a posting, which will appear on-line.

Please consult with Jim Burkel (jburkel@umich.edu, 763-9841) if you are seeking a waiver of posting, or with any questions about the posting information in this section.

ADVERTISEMENT

With rare exception open positions need to be advertised in appropriate publications. A draft ad should be submitted to Kathe Harrison (kdavids@umich.edu) in Divisional Affairs for review and approval prior to placement. All ads must include language provided in the LSA template (see Appendix 3a).

Departments/programs may advertise for anticipated Lecturer III positions (i.e., those for which the unit has not received budgetary and/or Executive Committee approval) as long as the language reflects that the opening is “pending approval.”

The recruiting unit is responsible for placing the ad in the appropriate publications. Please review information on the International Center’s website for details on hiring a foreign national into a lecturer position (http://internationalcenter.umich.edu/immig/hiring.html). Some positions will require a print ad placed in a national journal in addition to electronic ads if the possibility exists that your hiring unit may later sponsor the individual for permanent residency. Contact the International Center at 763-4081 or icfacultystaff@umich.edu to determine if the position will require a national print ad.

If a Lecturer III position is not filled during the academic year in which it was authorized, it must be re-advertised during the year(s) that there will be a search. The ad will need to be re-reviewed only if it has changed substantially. Please send Kathe Harrison (kdavids@umich.edu) in Divisional Affairs a copy of the new ad.

5. SEARCH

The search committee must not include any faculty member who would encounter a conflict of interest in participating in the evaluation and recruitment of the candidates. Such a conflict of interest could occur in the event of a past or ongoing romantic, sexual, or familial relationship between a member of the faculty of the unit and any of the candidates for the position, regardless of whether the candidate is selected for the short list and invited to campus. This is not intended as an exhaustive list of the possible conflicts. Faculty members who have a conflict of interest must not participate in any element of the search process or be present at any job talks or discussions of any of the candidates. See the LSA Conflict of Interest/Conflict of Commitment policy as well as the UM Close Personal Relationship section of the SPG:

- (http://www.lsa.umich.edu/facstaff/academicaffairs/policiesandprocedures/tenuredandtenuretrackfaculty/conflictofinterestpolicy_ci)
- (http://spg.umich.edu/pdf/201.23.pdf)

The Chair/Director must inform the search committee of the College’s commitment to seeking well-qualified women and minority candidates. Search committees may find it useful to consult the handbook prepared by the committee on Science and Technology Recruiting to Increase Diversity and Excellence (STRIDE). The handbook is available at http://www.umich.edu/~Eadvproj/handbook.pdf or in hard copy from advanceproject@umich.edu. While the entire committee is responsible for seeking minority
and female candidates, some committees have found that it is helpful if one committee member takes responsibility for coordinating efforts.

The University requires you to keep search files for a minimum of three years.

Please see Section 8 for guidelines on joint searches.

6. CAMPUS VISITS

After the search committee has created a short list of candidates, the unit must submit a completed LSA Faculty Pool Composition Report (see Appendix 4) for the Divisional Associate Dean’s approval prior to inviting any candidates to campus. To complete the Pool Report you will need the job requisition number (obtained when the position is posted) and detailed information on the candidates who will be interviewed.

You may wish, during the visit, to invite the candidate to give a guest lecture in one of your courses. This could serve as a “job talk” for the candidate. To help cover the costs of campus visits, the Dean’s Office will, based on the approved Pool Report, authorize reimbursement for up to $1,250 per candidate visit. A maximum of two candidate visits per search will be reimbursed. The reimbursement policy may be found at http://www.lsa.umich.edu/facstaff/academicaffairs/policiesandprocedures/tenuredandtenuretrackfaculty (select Faculty Search Candidate Campus Visit Funding).

7. EXTERNAL EVALUATIONS

Three letters of recommendation are required. These letters must be relevant to the position (see Section 9.5) and may be from individuals selected by the candidate. Please send us all letters you receive. If you have received letters on the candidate during the previous two academic years, please include those as well.

The letters received in support of candidates for Lecturer III positions should not be written by those with a close personal friendship or by someone with whom the candidate has a past or ongoing romantic, sexual, or familial relationship. See the LSA Conflict of Interest/Conflict of Commitment policy as well as the UM Close Personal Relationship section of the SPG.

- (http://www.lsa.umich.edu/facstaff/academicaffairs/policiesandprocedures/tenuredandtenuretrackfaculty/conflictofinterestpolicy_ci)
- (http://spg.umich.edu/pdf/201_23.pdf)

8. JOINT APPOINTMENTS

This section describes the search for a candidate to hold budgeted appointments in two (2) LSA units. If one of the units is outside LSA, or if the search involves a different type of joint appointment, please consult your Divisional Associate Dean.

Both LSA units must participate fully in the search and recruitment process. Both Chairs/Directors must agree in advance on the search procedure. The appropriate time to agree is during preparation of the budget request.
Please incorporate the following elements in your search procedure. First, create a joint search committee (JSC). Second, have the JSC assess the suitability of various candidates for appointment. Finally, invite the JSC to appear before, and answer questions from, the group within your unit that will select your preferred candidate. Each unit ranks the candidates independently of the other unit.

If the units agree on a preferred candidate, the Chair(s)/Director(s) prepare a joint cover memo for the case (see Section 9.2). The Divisional Associate Dean may be contacted in cases of disagreement between the units.

9. **REQUESTING AUTHORITY TO EXTEND AN OFFER**

Once you decide that you wish to extend an offer, please upload to SharePoint (instructions in Appendix 2) a file that contains the following information in the order listed below:

1) **Completed Proposal to Hire Worksheet** (see Appendix 2)

2) **Memorandum Signed by the Chair(s)/Director(s) to the LSA Executive Committee.** If this is a joint appointment, then the Chairs/Directors of all units who have received Executive Committee approval to hire a new Lecturer III should sign the memo. Please explain why this person is uniquely qualified for this position. Avoid pure advocacy, review briefly the role of the position in your strategic plan(s), describe the candidate’s strengths (in relation to your academic unit’s/s’ needs), acknowledge the candidate’s limitations (in relation to your academic unit’s/s’ needs), and explain why you believe the candidate will be an excellent teacher and effective provider of instructional service.

3) **Curriculum vitae.** This must be current.

4) **Evidence of teaching experience and performance.** Do not underestimate the importance of this section. No Lecturer III will be appointed without substantial documentation of teaching excellence. The candidate’s curriculum vitae should document fully his or her teaching assignments, supervisory experience, and awards while in graduate school. The teaching section should include:
   - a statement of teaching philosophy and experience;
   - a summary of the candidate’s teaching record during the last five years (see Appendix 5);
   - documents comparable to the summary Instructor Reports compiled at Michigan by the Office of Evaluations and Examinations for the last five years. If the only teaching support available is responses of individual students, please summarize the responses as best you can. Do not send the individual students responses;
   - 2 sample syllabi with related materials; and
   - peer reviews of courses taught, if available.

5) **Original letters of recommendation received.** The recommendation letters should address the candidate’s performance as a teacher. Include all letters received during the current and the previous two academic years. Indicate “Recommendation A” at the top of the first letter, “Recommendation B” at the top of the second letter, etc. Include a translation for each letter not written in English (and name the translator). Include a typed copy of each handwritten letter.

6) **Approved Faculty Pool Composition Report** (see Appendix 4). No recruitment packet is complete unless it includes a copy of an approved Pool Report. Campus visit reimbursements,
where applicable, rely on the approved Pool Report and HR requires an approved Pool Report before a paycheck will be issued.

7) **Offer Worksheet** (see Appendix 6) and Draft Offer Letter (Appendix 7). Send these as Word documents to Kathe Harrison (kdavids@umich.edu). Do not include them in the dossier. The Executive Committee does not review the worksheet or the draft offer letter; they are reviewed by the Offer Group. Although they are not required for LSA Executive Committee review of the case, providing these items for the Offer Group will expedite getting a final offer to your candidate once he/she is approved by the LSA Executive Committee.

### 10. INFORMAL NEGOTIATION WITH THE CANDIDATE

Once endorsed by your unit(s), the appointment may be discussed orally with the candidate. During such conversations, however, please be sure to explain very clearly that no offers can be made without Executive Committee authorization.

### 11. EXECUTIVE COMMITTEE

The LSA Executive Committee (EC) had final authority to decide whether or not the candidate merits an offer. Once a Lecturer III position has been approved by the EC, requests for Lecturer III appointments are on the EC’s consent agenda. There is, however, no presumption that they will be approved. If the EC decides not to endorse the extension of an offer, you may request an opportunity to appeal; but appeals are not granted automatically. Please contact your Divisional Associate Dean for further information.

The EC meets most Tuesday mornings during the University Year. If you submit a complete file by noon on a Tuesday, the request will normally go to the EC in two weeks.

### 12. EXTENDING THE OFFER

Before extending a written offer, units must have received the following:

- LSA Executive Committee’s approval of the position and of the appointment;
- offer worksheet approval from the LSA Offer Group; and
- offer letter approval from Kathe Harrison, Senior Academic Administrative Specialist.

Under the current UM/LEO Agreement, the minimum full-time University Year (“UYr”) starting salary for a Lecturer III for a 100% appointment (i.e., appointment period September 1 through May 31) is $35,300. Justification for requests for starting salaries above the current minimum needs to be provided on the Offer Worksheet.

LEO Lecturer III positions are non-tenure-track. The job description of a LEO Lecturer III in LSA includes (1) instruction, (2) significant ongoing administrative or service duties within an academic unit, and (3) requires a broad range of instructional expertise. Scholarly research of the type expected from the Tenured/Tenure-Track faculty is not part of a Lecturer III position. As a result, an offer should not include items associated with research. If applicable, information about incremental startup costs for professional development related to teaching (if any) should have been included in the original position request (see Section 2).
Once the commitments and the draft offer (using the appropriate template; Appendix 7) are approved, units will be informed by Kathe Harrison (kdavids@umich.edu) and the offer letter may be finalized.

13. MODIFYING THE OFFER

Revisions to the approved offer must be reviewed and authorized by your Divisional Associate Dean before the offer letter may be modified. If the Lecturer III position is in the LEO Lecturer bargaining unit, revisions must also conform with the UM/LEO Agreement (e.g., Article XXVI – “Posting, Hiring, and Notification”). The College will not honor commitments that have not been approved by the Offer Group or by the relevant Divisional Associate Dean.

14. CANDIDATE’S DECISION

Please notify Kathe Harrison (kdavids@umich.edu) in Divisional Affairs as soon as the candidate responds to the offer and send her a copy of the candidate’s written acceptance or decline. In addition, Article IV (“Union Security”) of the UM/LEO Agreement contains information about the academic unit’s obligation to notify LEO of newly hired Lecturers whose positions are governed by the UM/LEO Agreement. If you have questions about your academic unit’s reporting obligations, please contact Jim Burkel, LSA Academic Labor Relations Representative, at 763-9841.

15. APPOINTMENT PAPERWORK

Once the candidate has accepted the offer, submit the HR paperwork to Deb Erskine, Senior Academic Appointment Specialist (derskine@umich.edu) in 2156 LSA. For current HR forms go to http://hr.umich.edu/hrris/forms/allforms.html.

If the candidate is new to UM, please forward the following forms:
- appointment request form,
- email notification to unit that background check is complete,
- acceptance letter,
- lecturer personnel record,
- employment eligibility verification (aka I9 form), and
- supplemental appointment information form (36100).

If the candidate has non-resident alien or resident alien tax status, he/she must complete hardcopy tax forms. For more information, go to the Payroll web site URL at http://finops.umich.edu/payroll/forms#t74.

If the candidate currently holds a UM instructional title, then only an HR submittal form is required.
APPENDIX 1
Appointment of a New Lecturer III

CHECKLIST FOR THE UNIT’S INTERNAL USE

- Position request document submitted to LSA Divisional Affairs for approval by the Associate Dean for Budget and by the LSA Executive Committee;
- Email received notifying unit of LSA Executive Committee decision, including position number, if approved;
- Verify compliance with Article XII (“Layoff, Reduction in Appointment Effort, and Recall”) of UM/LEO Agreement (if applicable);
- Complete online Job Requisition Form within eRecruit in accordance with Article XXVI (“Posting, Hiring, and Notification”) of the UM/LEO Agreement, if applicable;
- For a Waiver of Posting, contact Jim Burkel (jburkel@umich.edu);
- Advertisement approved by Kathe Harrison (kdavids@umich.edu);
- Position advertised;
- Search committee notified of its record-keeping and affirmative-action obligations;
- Short list of candidates identified;
- Follow steps in Appendix 4: Faculty Pool Composition Report Guidelines;
- Pool Report submitted to Renee Silverthorn (rresilver@umich.edu) or Brenda Suliman (bip@umich.edu) for Divisional Associate Dean approval;
- Once the Pool Report is approved, candidates invited to campus;
- Unit(s) decision-making completed and candidate selected;
- Dossier uploaded to SharePoint;
- Offer Worksheet submitted to Kathe Harrison (kdavids@umich.edu) for Offer Group approval;
- Offer Worksheet approved by Offer Group and template offer letter sent to unit;
- Draft offer submitted to Kathe Harrison for final review;
- Appointment request approved by the LSA Executive Committee;
- Notification of EC approval sent to unit by Mandy Harrison (amvogel@umich.edu);
- Final signed offer letter sent to candidate and copy sent to Kathe Harrison;
- Candidate’s written acceptance or notification of decline sent to Kathe Harrison;
- LEO notified in accordance with Article IV (“Union Security”) of UM/LEO Agreement (if position is in LEO bargaining unit)*;
- Appointment paperwork submitted to Deb Erskine (derskine@umich.edu).
APPENDIX 2
Appointment of a New Lecturer III

Proposal to Hire Worksheet

Date submitted by Dept/Program: ___________________

INCLUDE ALL INFORMATION APPLICABLE TO CASE – REQUIRED

Name: ___________________ Proposed start date: _______________

List appointments in all departments, programs, schools, & colleges:

Unit: ____________________ Effort: ____%

Unit: ____________________ Effort: ____%

Unit: ____________________ Effort: ____%

Authorized LSA position #: ______________

- Completed Proposal to Hire Worksheet
- Cover memo from the Chair(s)/Director(s) to the LSA Executive Committee
- Current curriculum vitae
- Statement of teaching philosophy and experience
- Summary of the candidate’s teaching record
- Summaries of student evaluations, akin to E&E reports
- 2 sample syllabi and associated materials
- Other evidence of teaching experience & performance (peer evaluations, teaching awards, etc., if available)
- Letters of recommendation (3 minimum)
- Approved Pool Report or Waiver of Posting

As a separate action, please send Word versions of the LIII Offer Worksheet and Draft Offer Letter to Kathe Harrison (kdavids@umich.edu) for review by the Offer Group. Do not include these materials in the .pdf uploaded onto SharePoint.
2014 Electronic LIII Recruitment Casebooks

Directions for submitting electronic recruitment casebooks and uploading them to SharePoint.

- Create one PDF document of the dossier in the order noted on the Proposal to Hire Worksheet.
- Name the file: lastname, firstname LIII Recruitment Dossier.
- Go to the LSA SharePoint site (you may need to log in with uniquename and Kerberos password).
- Click on your department folder, click add document, and upload the file. (Note: If you’re working on a joint recruitment upload to the proposed administrative home folder).

Questions?
Mandy Harrison, amvogel@umich.edu or 615-0659
APPENDIX 3a
Appointment of a New Lecturer III

TEMPLATE ADVERTISEMENT for Appropriate Publications (i.e., not Job Posting in the UM employment system)

The [UNIT] in the College of Literature, Science, and the Arts at the University of Michigan seeks applicants with a Ph.D. for a [full time/part time] Lecturer III position to begin [DATE] [if the position has not yet been approved add: pending authorization]. This is a non-tenure track position with a university year appointment.

Duties and responsibilities for this Lecturer III position are expected to include [insert details for instructional and administrative/service duties here]. A typical full-time (100% effort) load for a Lecturer III in the College of Literature, Science, and the Arts is three courses per semester, or the equivalent in administrative and/or service duties. [Your teaching load with a ___% appointment is ___ courses per semester]

Qualified candidates will have a Ph.D. in a related field and have extensive background in [list qualifications and experience required as well as those desired for this position] and a range of instructional expertise. Excellence in teaching and instructional service will be the principal criteria used to select the successful candidate.

Send letter of application, curriculum vitae, a statement of teaching philosophy and experience, evidence of teaching excellence, and three (3) letters of reference to [Name], [title], [Unit], University of Michigan,[Address], [email address].

Anticipated application deadline is [DATE].

Offers for this appointment are contingent on successful completion of a background screening.

The University of Michigan is an equal opportunity/affirmative action employer. Women and minorities are encouraged to apply.
APPENDIX 3b
Appointment of a New Lecturer III

TEMPLATE Job Posting in the UM Employment System

The [UNIT] in the College of Literature, Science, and the Arts at the University of Michigan seeks applicants with a Ph.D. for a [full time/part time] new Lecturer III position.

This is a non-tenure track position, with a University Year appointment period (i.e., appointment period runs September 1 through May 31 each year).

We anticipate this position will be full/part time [include appropriate modifier], and we anticipate it will begin [DATE]. A typical full-time (100% effort) load for a Lecturer III in the College of Literature, Science, and the Arts is three (3) courses per semester, or the equivalent in administrative and/or service duties.

The initial appointment period will be one (1) to four (4) years (depending on qualifications), and the appointment is renewable (based on programmatic need, funding, and performance).

The appointment is subject to final approval by the College.

Duties and responsibilities for this Lecturer III position are expected to include [insert details for both instructional and significant administrative/service duties].

Qualified candidates will have a Ph.D. in a related field, a range of instructional expertise, and have extensive background in [list qualifications and experience required]. In addition, qualified applicants should have [add desired, qualifications as appropriate]. Excellence in teaching and instructional service will be the principal criteria used to select the successful candidate.

Send letter of application, curriculum vitae, a statement of teaching philosophy and experience, evidence of teaching excellence, and three (3) letters of reference to [Name], [title], [Unit], University of Michigan,[Address], [email address].

Anticipated application deadline is [DATE], and we anticipate notifying the successful candidate by [DATE].

This position, as posted, is subject to a collective bargaining agreement between the University of Michigan and the Lecturers’ Employee Organization.

Offers for this appointment are contingent on successful completion of a background screening.

The University of Michigan is an equal opportunity/affirmative action employer. Women and minorities are encouraged to apply.
Department______________________________
Name of Position______________________________
LSA Position Number______________________________
Job Requisition Number______________________________
Date of Submission______________________________

This form is to be completed for all Lecturer III appointments in an LSA unit. The form is used to assist LSA in analyzing its recruitment and selection procedures to ensure that equal employment opportunity is available to all persons, regardless of gender or minority status, and that its recruitment and selection procedures do not adversely impact women and minorities.

The Pool Report must be submitted to the Divisional Associate Dean’s office for approval once candidates are selected for campus interviews but before the campus visits are scheduled. Forms may be sent electronically to Renee Silverthorn rcsilver@umich.edu or Brenda Suliman bjp@umich.edu in pdf format or be sent hard copy to 2113 LSA 1382.

### Candidates Selected for Campus Visit:

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<th>Ethnicity*</th>
<th>Gender</th>
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### Other Candidates Selected for Off-Campus or Telephone Interviews Only:

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</table>

*See next page for categories used by the University*
<table>
<thead>
<tr>
<th>Gender</th>
<th># of American Indian or Alaska Native</th>
<th># of Asian</th>
<th># of Black or African American</th>
<th># of Hispanic or Other Pacific Islander</th>
<th># of White</th>
<th># of 2 or More Races</th>
<th># of Race Not Indicated</th>
<th>Total Gender Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender Unknown</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Summary of Candidates Not Selected for Interview or Campus Visit:

Total number of applicants who applied for the position: ______________________

Number of applicants who responded to Gender/Ethnicity Survey: __________

**Gender summary of applicants:** (Total should equal total number of applicants)

- Male _____  Female _____  Unknown _____  Total_____
- Underrepresented Minority _____  Non-Minority_____  Unknown_____  Total ______

Number of Protected Veterans: ______

Number of Individuals with Disabilities: ______

### Other Information about the Search:

Composition of Search Committee:

- # of Minority _____  # of Non-Minority _____
- # of Female _____  # of Male _____

### TO BE COMPLETED BY CHAIRPERSON OF SEARCH COMMITTEE:

Signature: ________________________________________________________________

Printed Name: _____________________________________________________________

Email & Phone Number: _____________________________________________________

---

### TO BE COMPLETED BY DEAN’S OFFICE ONLY:

Approved ________________________________  Date _______________

Divisional Associate Dean

Revised Form Approved ________________________________  Date _______________

Divisional Associate Dean

Enter # of authorized reimbursements for campus visits ________________
APPENDIX 5
Appointment of a New Lecturer III

SAMPLE SUMMARY OF CANDIDATE’S TEACHING RECORD

<table>
<thead>
<tr>
<th>Year</th>
<th>Term</th>
<th>Course # and Title</th>
<th>Enrollment</th>
<th>Q1*</th>
<th>Q2*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>Fall</td>
<td>90</td>
<td>3.9</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>Fall</td>
<td>37</td>
<td>4.0</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>Fall</td>
<td>45</td>
<td>4.5</td>
<td>4.8</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Winter</td>
<td>20</td>
<td>4.5</td>
<td>4.7</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Winter</td>
<td>32</td>
<td>4.2</td>
<td>3.8</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Winter</td>
<td>20</td>
<td>4.0</td>
<td>4.5</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Fall</td>
<td>35</td>
<td>3.7</td>
<td>3.4</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Fall</td>
<td>35</td>
<td>3.9</td>
<td>3.5</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Fall</td>
<td>50</td>
<td>4.4</td>
<td>4.7</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Winter</td>
<td>15</td>
<td>4.3</td>
<td>4.4</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Winter</td>
<td>90</td>
<td>4.0</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Winter</td>
<td>25</td>
<td>4.7</td>
<td>4.9</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Fall</td>
<td>35</td>
<td>3.8</td>
<td>3.9</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Fall</td>
<td>35</td>
<td>4.0</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Fall</td>
<td>50</td>
<td>4.2</td>
<td>4.4</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>Winter</td>
<td>29</td>
<td>4.2</td>
<td>4.6</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>Winter</td>
<td>30</td>
<td>4.0</td>
<td>4.5</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>Winter</td>
<td>65</td>
<td>3.6</td>
<td>4.8</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>Fall</td>
<td>70</td>
<td>4.1</td>
<td>4.4</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>Fall</td>
<td>25</td>
<td>4.4</td>
<td>4.7</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>Fall</td>
<td>30</td>
<td>4.0</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>Winter</td>
<td>28</td>
<td>4.2</td>
<td>4.4</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>Winter</td>
<td>22</td>
<td>4.7</td>
<td>4.8</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>Winter</td>
<td>40</td>
<td>4.2</td>
<td>4.4</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>Fall</td>
<td>66</td>
<td>3.9</td>
<td>3.8</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>Fall</td>
<td>32</td>
<td>4.1</td>
<td>4.5</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>Fall</td>
<td>28</td>
<td>4.4</td>
<td>4.7</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>Winter</td>
<td>25</td>
<td>4.2</td>
<td>4.2</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>Winter</td>
<td>35</td>
<td>4.0</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>Winter</td>
<td>46</td>
<td>3.9</td>
<td>3.9</td>
<td></td>
</tr>
</tbody>
</table>

* Q1 & Q2 refer to average or median scores for questions like questions 1 & 2 on our own E&E forms. Equivalent information may or may not be available on summary evaluations from outside UM.
**OFFER WORKSHEET**

Approval of these commitments results in authorization of a letter of offer.

*Please complete items 1-8 and include all relevant information on offer details (see guidelines below):*

<table>
<thead>
<tr>
<th>1) Dept/Program: _________________________________</th>
<th>Position #: ________</th>
<th>Date submitted: ________</th>
</tr>
</thead>
<tbody>
<tr>
<td>2) Candidate name: ____________________________</td>
<td>Rank: __________________</td>
<td>Start date: ________</td>
</tr>
<tr>
<td>Unit: _________________________________</td>
<td>Effort: ______%</td>
<td></td>
</tr>
<tr>
<td>Unit: _________________________________</td>
<td>Effort: ______%</td>
<td></td>
</tr>
<tr>
<td>3) Salary: $____________</td>
<td>Rationale for salary level:</td>
<td></td>
</tr>
<tr>
<td>4) Normal Dept/Prog teaching load:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate teaching load __________________</td>
<td>If different from normal load, please explain:</td>
<td></td>
</tr>
<tr>
<td>5) If requesting more than 10% of salary for the moving allowance, please explain: $________</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6) Incremental start-up (attach itemized list, if needed):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7) Renovations base allotment ($1500). Room number to be renovated:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8) Standard furniture package ($4175) and standard computer package ($1500). If no to either, please explain:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**To be completed by LSA Offer Group:**

<table>
<thead>
<tr>
<th>Incremental start-up: $____________</th>
<th>Base salary: $____________</th>
</tr>
</thead>
<tbody>
<tr>
<td>LSA % $</td>
<td>Provost/Partner % $</td>
</tr>
</tbody>
</table>

Approved by: _________________________________

Notes: _________________________________

Date: _________________________________
Offer Worksheet Guidelines
For a New Lecturer III

All requests for approval of an offer package for a Lecturer III must be submitted to the Offer Group in the form of an Offer Worksheet. Once commitments on the worksheet are approved, you will be notified and asked to submit a draft offer letter using the College's template.

Please complete all relevant sections on the worksheet. Incomplete worksheets will not be forwarded to the Offer Group. As always, your Divisional Associate Dean can help with specific funding questions.

The base offer package for a Lecturers III is:

<table>
<thead>
<tr>
<th>ITEM</th>
<th>FUNDED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1500 renovation</td>
<td>LSA</td>
</tr>
<tr>
<td>$1500 computer</td>
<td>LSA</td>
</tr>
<tr>
<td>$4175 furniture</td>
<td>LSA</td>
</tr>
</tbody>
</table>

(numbers below correlate to numbers on worksheet)

#1-2 The Offer Worksheet is a “stand alone” document that is reviewed separately by the Offer Group. All members of this group will not see the recruitment dossier. Thus, information requested in items #1 and #2 is vital to the review process and must be completed.

#3 Explain the rationale for the salary level you are proposing if it exceeds the minimum salary as stated in the UM/LEO agreement or deviates from the norm for your dept/program (include an attachment, if needed).

#4 Indicate normal department/program teaching load. If candidate’s load will differ from department/program norm, provide explanation.

#5 If a moving allotment is an important part of the recruitment effort, please provide an explanation as to why. The standard moving allotment is 10% of salary.

#6 Incremental start up for professional development related to teaching – please provide details.

#7 Provide room number and any other necessary details.

#8 Any deviations from standard packages for office furniture and computer are the responsibility of the department or program. Please explain if either the standard package for office furniture or for computer is not needed.
APPENDIX 7
Appointment of a New Lecturer III

TEMPLATE LIII OFFER LETTER

USE FOR FIRST TIME APPOINTEE AT THE UNIVERSITY OR FIRST TIME APPOINTEE FOLLOWING A BREAK IN SERVICE. BREAK IN SERVICE IS DEFINED AS RESIGNATION, TERMINATION, OR LOSS OF RECALL RIGHTS.

2013-2018 UM/LEO AGREEMENT

DATE

NAME
Street Address
City, State ZIP Code

Dear NAME:

I am pleased to offer you a [# of years] – year non-tenure track teaching appointment as a LEO Lecturer III with the [Academic Unit – e.g., Department, Program, Center, Residential College] for the [academic years he/she is being appointed].

In the College of Literature, Science and the Arts, the normal 100% teaching load for a Lecturer is six (6) courses per University Year, three (3) each during the fall and winter terms. The basic elements of your appointment(s) are:

<table>
<thead>
<tr>
<th>Title:</th>
<th>LEO Lecturer III</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appointment period:</td>
<td>[Appointment dates; maximum duration is 4 years] and appointment period is UYr Schedule I</td>
</tr>
<tr>
<td>Appointment effort:</td>
<td>Fall Semester:</td>
</tr>
<tr>
<td></td>
<td>Winter Semester:</td>
</tr>
<tr>
<td>Salary:</td>
<td>$_________ [FTR in 1st year of appointment]</td>
</tr>
</tbody>
</table>

Your nine-month academic year salary will be paid over twelve months. The pay schedule is from July through June.

As a returning LEO Lecturer for the [fill in as appropriate] academic year(s) of your appointment, you may be entitled to annual increases under the collective bargaining agreement between the University and the Lecturers’ Employee Organization. Any annual increase(s) to which you become entitled will be effective with your first appointment of each academic year (e.g., September 1 for a FA semester appointment). The annual increases for the next three (3) years beginning September 1, 2015 are:

2015-2016 – 2.00% + $200.00;
2016-2017 – 2.00% + $200.00; and
2017-2018 – 2.75%

Your courses for the [TERM(S)] will be scheduled as follows:

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Days</th>
<th>Times</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Number</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Number</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Number</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In addition to your teaching responsibilities, as a LEO Lecturer III, you will also be assigned administrative and/or service duties to meet the needs of [ACADEMIC UNIT]. [SPECIFY ADMINISTRATIVE / SERVICE ASSIGNMENTS]. [ADD FOR APPTS WITH A REDUCED TEACHING LOAD – Note that the workload noted above and the administrative assignments are supposed to require roughly the equivalent time necessary for delivery of [#] course(s). We will regularly review the time required for the administrative tasks and could convert your teaching load to a higher course load (up to six (6) courses per University Year as noted on page 1 for a 100% teaching load) depending on the needs of the [Academic Unit] and available administrative and service duties in the [Academic Unit].]

This appointment [is/is not] a benefits eligible appointment. You may find information outlining the University of Michigan staff benefits programs available at the following website:

http://www.umich.edu/~benefits/

[Optional] While we make our best efforts to follow the course schedule, changes and demand for classes may necessitate cancellation of a class. Should lack of sufficient enrollment cause us to cancel or reduce the appointment above, you may be offered another available teaching assignment for which we believe that you are qualified.

During your employment in the [Academic Unit], you may undergo reviews of your performance as a Lecturer. For your reference, enclosed please find a copy of the [Academic Unit’s] procedures and criteria for evaluation. You may also view the College’s major review guidelines at:

http://www.lsa.umich.edu/facstaff/academicaffairs/policiesandprocedures/lecturers

In addition, and as a condition of your employment as a Lecturer, you are expected to complete annual activity reports in each academic year in which you hold appointments. Each annual report should identify and summarize your performance and achievements relative to your appointment during the relevant academic year, in accordance with (ACADEMIC UNIT’S) evaluation guidelines. If applicable – The Academic Unit requires that the annual report cover the areas identified in the attached document. This report is typically due on [DATE] and must be submitted to [ACADEMIC UNIT CONTACT, ACADEMIC UNIT ADDRESS] on or before the due date each year.

[Optional paragraph to include if appointment is 80% or greater] Because of the level of your appointment, you owe your primary professional commitment to the University of Michigan. As such, you are contractually required to disclose for pre-approval any additional employment outside of the University during the fall or winter semester, prior to accepting such an arrangement. Please consult [name of Chair/Director] or [other contact] directly should such a situation arise.

[INCLUDE FOR FIRST TIME APPOINTEE AT THE UNIVERSITY OR FIRST TIME APPOINTEE FOLLOWING A BREAK IN SERVICE. BREAK IN SERVICE IS DEFINED AS RESIGNATION, TERMINATION, OR LOSS OF RECALL RIGHTS.] This offer is contingent on the successful completion of a background screening. Our vendor, GIS (also referred to as “geninfo”), will be contacting you directly via email (i.e., you should receive an email from “eServices@geninfo.com” with a subject line reading “Action needed in connection with your application for employment with University of Michigan!”) for additional information needed to complete this process. It is critical that you complete this information as soon as possible to expedite your hire.

If you are not a U.S. citizen, this offer is contingent upon your being eligible for employment in the United States at the time of your start date. In addition, your continued employment with the University
is contingent on your maintaining a valid immigration status. Although our International Center can provide advice and some assistance, you will nonetheless be responsible for your own immigration paperwork and the timely initiation of the process.

The appointment being offered to you in this letter is subject to the terms and conditions of a collective bargaining agreement between The University of Michigan (the “Employer”) and the Lecturers’ Employee Organization, AFT Michigan Local 6244, AFL-CIO (the “Union”). Article IV of that Agreement, Union Security, requires that all Employees subject to the Agreement pay either union dues or a representation service fee to the Union.

If you accept this offer of employment, please sign below and return to [DEPARTMENT CONTACT AND ADDRESS] by [DATE]. Your signature also indicates your understanding that payment of union dues or representation service fees is a condition of your employment. Employees may satisfy this condition of employment by either authorizing the deduction of dues or representation service fees from their paycheck by signing the enclosed Authorization for Payroll Deduction of Union Dues/Service Fee card, or by making a direct payment to the Union prior to the beginning of teaching in the appointed term. The card, if completed, should be returned directly to the Union at the address on the card. Subsequently, should you wish to change your membership status, you may do so by filling out a new card and submitting it to the Union. Information on the dues or representation service fee rate, and a downloadable copy of the Authorization for Payroll Deduction of Union Dues/Service Fee card may be obtained from the Union’s website at www.leounion.org/dues_fees/index.htm. Please direct any additional questions or concerns about Union Security to the Union at (734) 995-1813.

If you have questions or need additional information regarding the terms and conditions of this appointment, please feel free to contact me.

Sincerely,

NAME
[CHAIR/DIRECTOR]

Enclosures: Evaluation Criteria and Procedures
[if applicable] Additional Annual Report Requirements
Authorization for Payroll Deduction of Union Dues/Service Fee card

cc: LSA Divisional Affairs

I accept the Lecturer appointment as set forth in this letter:

<table>
<thead>
<tr>
<th>Signature</th>
<th>NAME</th>
<th>Date</th>
</tr>
</thead>
</table>