THE UNIVERSITY OF MICHIGAN-FLINT

School of Education and Human Services
Tenure Track Faculty Search Procedures

The following information is provided to aid you in the search process for SEHS tenure-track faculty. In order to ensure the most expeditious search, the department that is filling a post will have responsibility for many of the search activities. The office of the Dean will be glad to provide additional information about strategies and past practices, give advice if asked, and make referrals to other offices on campus for issues with which we may not have the most current expertise.

Resources included in this packet are:
- Recruitment and selection guide from The Office of Affirmative Action
- A list of University designated travel agencies
- Information about the current Northwest Airline recruitment fare program
- Travel reimbursement tips
- Various attachments/forms to assist you in your efforts

STEP 1: SEARCH COMMITTEE AND CLERICAL SUPPORT

Your first step is to designate a search committee of at least three persons. This committee must include at least one woman and one minority member; a student member is also desirable. The Dean will review and approve the committee composition before the Position Establishment/Recruitment Request Form (PERRF), described below, is forwarded to the Affirmative Action officer for review and approval.

Your department secretary will handle the clerical support for your search. It would be very helpful if the secretary or the department chair has a University of Michigan Purchasing Card (PCard) with the travel function activated. Please contact the Dean’s Office if you would like to acquire a PCard.

STEP 2: FORMS AND DOCUMENTS – Complete and submit to the Dean

The following forms and documents are routed as a package from the Dean’s office, through the Affirmative Action office and the Provost’s office. Sometimes negotiations on various items are required during this process. Please note that you may place advertising only after any issues are resolved and you have received notification from the Dean to proceed.

Position Establishment/Recruitment Request Form (PERRF)

Complete the PERRF with the following information: position title, department, proposed starting date, official search committee membership, recommendations for print advertising (see the Budget section for more information), and any other recruitment efforts you will undertake (e.g., mailings to chairs of doctoral programs, use of World Wide Web technology, personal contacts with colleagues in the appropriate discipline).

The PERRF statement regarding recommended advertising media indicates it is necessary to provide an account number to be charged; please disregard this direction. You do need to submit a draft ad (see next section), but you will place the ad(s) for your position, not the Human Resources staff – thus, they don’t need the account information. Also, please leave blank the areas for proposed budget lines (MBF line no., Funds Available); those are completed by the Dean’s office.
Position Description and Advertising Narrative
Prepare a position description and narrative for advertising. These may be the same, or the latter may be a condensed version of the former. An AA/EEO statement must be included in the ad; refer to the Affirmative Action recruitment and selection guide for statement language options. Keep in mind that the lengthier the advertising narrative, the costlier it is to run ads in print publications or journals. Consider keeping the ad text short and referring prospective candidates to a lengthier description that you place on a web site.

Selection Criteria Form
Compete the Selection Criteria form (for Instructional, Primary Research, Librarian, Curator, and Ungraded Academic Administrative Positions.) This information is important both for affirmative action purposes, and for establishing clear criteria for your search. If this is a new position, you will need to complete a New Position Description form first, and use this as the basis for the Selection Criteria form. Please contact the Dean’s office for sample copies of these completed forms from former SEHS searches if you would like some examples of the description narrative, minimum qualifications, etc. Take care to make the position description and selection criteria consistent with your original post request.

STEP 3: PLANNING THE SEARCH BUDGET AND REIMBURSEMENT

Search Budget: $2,500
You will need to maintain ongoing records of costs for your search carefully. The SEHS Dean’s Office will establish a PeopleSoft program chartfield value – SERCH - that will allow you to track related costs in the PeopleSoft financial system; you will also be notified of the appropriate six-digit Legacy account number to use in the interim for any PCard transactions. It is very important to monitor costs carefully. Special strategies to support affirmative action efforts may be eligible for additional funds. Please submit any such requests to the Dean in the form of a memo or e-mail. Search costs which exceed the $2,500 budget will need to be approved in writing by the Dean or they will be the responsibility of the department.

Please refer to the Standard Practice Guide on Travel Policy and Procedures (No. 501.4-1) and on Hosting Activities (No. 501.4-2) for the guidelines put forth by the University governing these activities; these items, along with other helpful travel information can be found at the UM Travel Office web site [www.umich.edu/~finops/TravelOffice/]. If you have a Purchasing Card with the travel function activated, you can obtain a single trip number for all of your candidates. This will also enable you to use the ATM function of your card to cover any local meal expenses that you may not be able to charge to a credit card (if eating at the Pavilion, for example). It should also make tracking the expenses for travel, lodging, and meals much easier.

Advertising - strategies and costs [Suggested: $450]
Print advertisements in most publications and trade journals are extremely costly, and are generally charged for each issue in which they appear. In general, an ad should appear in only one issue of a publication because of the cost. Plan as many no-cost or low-cost methods as possible. If appropriate and available, take advantage of the World Wide Web to contact appropriate departments, societies, graduate schools, and other professional groups.

Potential applicants will be directed to a specially created SEHS web address for specific information about each opening. You will be asked to provide the position description narrative in an electronic format for uploading to the web site. For those departments with the resources, consider the inclusion of your departmental web address to offer applicants an opportunity to find out more about your department and the University.
Please be advised that we are not able to use the PCard to place advertising. In the event that you have a short timeline in which to place an advertisement, the UM-Flint Purchasing department staff can assist you in meeting publication deadlines. You will need to prepare a purchase requisition (paper version, not on-line) and get it to Purchasing (hand carry or fax it); they will issue a purchase order number for your use as soon as possible to allow you to place your ad without further delay.

**Telephone and postage [Suggested: $75]**
All postage expenses related to your search efforts should be shown on your recharge reports under the SERCH program code. Be sure to flag search mail with your search chartfield combination for appropriate processing by the Mail Room staff. During this period of transition, it is also advisable to keep a log in your department of any mail to be charged to the search. This will provide a quick reference for you in terms of estimating postage costs at any point during the process, and will also serve as a double check against the recharge reports until the new financial system is working completely.

In the event that members of the search committee would like to make calls from off-campus related to the search, it is advisable that you contact the Information Technology Services department about a Sprint calling card. A sample form is included with this packet *(Attachment A: Network Systems Telephone Service Request)* showing the appropriate information to request a calling card that will be billed to your search chartfield combination. This should facilitate tracking the telephone costs, since calls made using the Sprint card will be billed to a separate number from your department lines. Each month when the telephone toll statements come in, they should be reviewed to notate any calls which should be considered a search expense.

**Transportation [Suggested: $1,410]**
In order to control search costs, it is advisable to work through one of the UM-designated travel agencies *(Attachment B)*. It is usually possible to make arrangements with one of the agents to have each of the three candidates contact the agency directly to work out the details of travel (i.e., time and place of departure and return). You should be able to arrange with the agent ahead of time for a maximum airfare limit for each candidate by checking the range of fares possible from the approximate departure points. These agencies should have no problem accepting your UM Purchasing Card as payment for the airline tickets. All tickets are limited to coach fare or less, per the Standard Practice Guide No. 501.4-1.

Use the expertise of the travel agents to your advantage. The Dean’s Office routinely uses Regency Travel in Ann Arbor, working through Nancy Wistert. This agency has a toll-free number that out-of-town travelers can reach, and the agency does not presently charge an additional fee to issue tickets (some of the UM-designated agencies do).

There is a recruitment fare program with Northwest Airlines for 1998-99 *(Attachment C)*. This program applies only to round trip travel originating outside this area, flying to Flint Bishop International or Detroit Metro Airports. Discounts in this program range from five to fifteen percent off of applicable round trip fares. You will need to refer to WorldFile number NMGHM when working with the travel agencies.

Remember that you may be able to save a considerable amount on airfare from many destinations if it is possible to book 21 days in advance. Also, a Saturday arrival may be most cost-effective for some of the candidates coming from outside of the Midwest region: just remember to balance the additional cost of lodging and meals against the price difference. If the savings aren’t a good deal greater than the additional costs, it’s probably not worth bringing the candidate in that early.
 Lodging [Suggested: $165]
We have in recent times housed our candidates at the Holiday Inn Express (238-7744), nearby on Robt. T. Longway Boulevard. Mr. David Farris, the HI Express manager, has assured us of the corporate rate of $52 per night, plus the county tax of $2.60 (we are tax exempt from the six percent state sales tax). We will pay for the room and applicable tax. Other expenses such as telephone calls and in-room movies are not reimbursable, and will not be paid for by the University.

The HI Express is a very hospitable facility, offering free shuttle service from/to the airport, and also free shuttle service to local attractions (restaurants, movie theatres, etc.) for their guests. There is also a generous and extensive Continental breakfast provided free each morning for all guests. It has been possible in the past for one visitor to eat breakfast free with a guest, in the event that you would like to join your candidates early in the day.

Meals [Suggested: $400]
The following guidelines apply to meal expenses: up to $40 can be expended for UM-Flint faculty to lunch with a candidate, and up to $16 for a breakfast meal. The number of University personnel at dinner should not exceed two persons, with a dollar limit of $18 per person. As an alternative to dinner out, you can consider hosting dinner at a faculty member’s home with this same budget limit ($54). Please be aware that if more than one member of the University community dines with one candidate, the expenses for the additional University personnel must be reported as “indirect cost recovery exclusion” (ICRX area on travel and hosting forms).

Please be reminded that no alcoholic beverages can be paid for from your general fund search “account”. Also, all expenses over $25 must have an original receipt submitted for reimbursement. Tear-away meal stubs from the bottom of dinner checks are NOT acceptable as a receipt. For further information about how to avoid some of the common problems experienced when completing Travel and Hosting Expense Reports, please refer to Attachment D (Travel Reimbursement Tips).

Reimbursement of Search Expenses
At the conclusion of the search, please submit a simple spreadsheet that details the expenses by category (reference Attachment E): advertising (by publication), telephone calls and postage as individual items under miscellaneous expenses, and transportation, lodging and meal expenses by candidate. Copies of the appropriate financial documents to support these expenses (PCard statements, hosting and travel expense reports, monthly telephone statements, etc.) need to be provided with the summary spreadsheet. Following review of these items, current year budget transfers up to the maximum budget amount will be initiated from the CAS recruiting budget to your search budget line to reimburse actual, eligible search expenses.

STEP 4: CANDIDATE INTERVIEWING AND SELECTION

Applicant Information to Affirmative Action
Forward the name and mailing address of each applicant to the Affirmative Action officer as the vitas arrive. You can do this in batches, but please do it regularly. Do not wait until the end of the posting period, or until you have finished screening applicants. The Affirmative Action Office needs to gather the (voluntary) race and gender data before you submit your list of final candidates for interview approval.
Screen Candidates
Obtain the race and gender information from the Affirmative Action Office to assure a balanced pool of candidates. After the deadline for accepting vitas (from your advertising narrative), screen candidates according to the criteria you indicated on your Selection Criteria form.

Narrow your pool to no more than three candidates. If it is essential to interview more than three, contact the Dean to discuss this before going further with the process. As screening proceeds, notify the Affirmative Action officer of the names and candidates eliminated from the pool; you must do this prior to informing any candidate of their application status. The names of the three finalists in your search must be submitted to and approved by the Affirmative Action officer before you can proceed to make any arrangements to bring them to campus for interviews.

Interview Candidates
Once you are approved for your three candidates, please notify the Dean’s Office. Local area information packets will be provided by the Dean’s Office, and will contain materials about the UM-Flint campus, the city and county, etc. These packets will be given to each candidate at her/his meeting with the Dean.

Make travel arrangements and settle on interview schedules with each candidate for the visit to Flint and the UM-Flint campus. It is important that each candidate be treated essentially the same as the others to eliminate any partiality or preferential treatment, and to assure each of a just and equitable process. Try to make your candidates as comfortable as possible with Flint and your department via informal gatherings, city tours, and meetings with students, within reason. Please refer any questions of salary to the Dean.

Each candidate’s campus visit must include a 30-minute meeting with the Dean (please contact Beulah Alexander to schedule these as soon as your interview timeline is established) and a meeting with a subcommittee of the Executive Committee members. If you are hiring for positions with rank of Associate Professor or higher, or in cases where the successful candidate would assume a program directorship, the Provost also will interview the candidates. In addition, it is suggested that all members of the search committee and department have opportunities to meet the candidates. Student interaction and presentations by candidates are also important selection and recruiting tools.

STEP 5: RECOMMENDATION OF CANDIDATE FOR APPOINTMENT

Paperwork – complete and submit to the Dean
Prepare a memo to Dean and the Executive Committee that details your selection recommendation. You should briefly describe the rationale for your choice(s). If there is more than one acceptable candidate, list them in order of preference.

Prepare your Appointment Activity Record (AAR) form. This documents your committee’s efforts in affirmative action. Both the Dean and the Affirmative Action officer will scrutinize it. As you prepare this form, please refer to your selection criteria used to screen all applicants. Also gather supplemental evidence that vigorous steps were taken to hire qualified minority and women candidates. The information should be submitted to the Dean along with the AAR form.

Negotiations with Recommended Candidate
Generally, the Dean will determine salary in consultation with the Department Chair, and will seek information about resources that the desired candidate needs. Then, the Dean will contact the candidate and make the offer. After the candidate has received an offer from the Dean, the Chair may contact the candidate to ascertain continued interest in the position and answer questions.
RECRUITMENT AND SELECTION GUIDE – OFFICE OF AFFIRMATIVE ACTION

Use several methods to locate candidates. Don’t rely on advertising alone. E-mail or call colleagues who can identify and/or nominate potential candidates. This is especially important for affirmative action, which is a priority in the SEHS. Solicit nominations from appropriate academic departments/programs at other universities; request placement of your post description on graduate schools’ job listings (usually free, or only a minimal charge). Use the current technology to reach potential candidates: send e-mail to individuals or distribution lists, fax position description to chairs at other universities. Piggyback on your attendance at annual meetings – recruit where there are likely to be concentrated numbers of qualified individuals.