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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").¹

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:

- instruction, and
- significant ongoing administrative or service duties within an academic unit, and
- 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.² 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, and Academic Affairs approving the draft offer letter.

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 of approvals:

1) by the Associate Dean for Budget and Planning, and
2) by the LSA Executive Committee.

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 Lec IVs 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 Lec IIIs & IVs that resulted from the 2007 UM/LEO negotiations.
To obtain both approvals, please upload to the LSA Executive Committee [SharePoint site](#) 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 the 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, [jeph@umich.edu](mailto:jeph@umich.edu)) with information that contains the salary range, the resources contributed by the unit, and what, if any, dual career funding or College resources are being requested, including incremental start-up costs related to teaching.

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

Even though 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 LSA 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, follow the steps described in Sections 4 through 15.

Should an event, such as a dual career hire or late winter term resignation, occur when the LSA 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 contact Jim Burkel ([jburkel@umich.edu](mailto:jburkel@umich.edu)) or Linda Dabrowski ([ldabrow@umich.edu](mailto:ldabrow@umich.edu)) should this situation arise.

### 3. CONTACT INFORMATION

Once the LEO Lecturer III position request has been approved by the Associate Dean for Budget and Planning, the subsequent stages of the approval process are handled through LSA Academic Affairs. Questions about the process should be directed to Mandy Harrison, Academic Human Resources Specialist ([amvogel@umich.edu](mailto: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 III 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 Jim Burkel, Senior Academic Labor Relations Representative ([jburkel@umich.edu](mailto:jburkel@umich.edu), 763-9841).

### 4. UM JOB POSTINGS, BACKGROUND CHECKS, AND ADVERTISEMENTS

There are two methods of communicating the position to prospective candidates:

1) Advertisements in appropriate publications; and
2) Job Postings in the UM employment system (i.e., “umjobs.org”).

Both are discussed in this document, and samples of each may be found in appendices 3a & 3b.
POSTING

In general, and if a new Lecturer III position is covered by the UM/LEO Agreement, it must be posted in eRecruit (the UM employment system) as required under the UM/LEO Agreement (see sample in Appdx. 3b). Posting may be waived in some circumstances.\(^3\) In addition, all Lecturers in the appointing unit must be notified of the appointment opportunity (see, e.g., Article XI[A][8], pg. 40), and the provisions of Article XII (“Layoff, Reduction in Appointment Effort, and Recall”, pg. 57) 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/LSA Executive Committee approvals are pending;
- 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 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., 4\(^{th}\)] 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 an earlier review schedule;
- 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 a particular 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.

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 Academic Affairs for review and approval prior to placement. All ads must include language provided in the LSA template (see sample in Appdx. 3a):

- describe the position accurately (e.g., appointing unit, non-tenure track university-year appointment, start date)
- specify the criteria that will be used to select among candidates
- ask that evidence of teaching excellence be provided
- request a statement of teaching philosophy and experience
- indicate that women and minority candidates are encouraged to apply
- say that the University of Michigan is an equal opportunity/affirmative action employer

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\(^3\)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”).
Academic units may advertise for anticipated Lecturer III positions (i.e., those for which the unit has not received budgetary and/or LSA Executive Committee approval) using language like “pending approval,” “we anticipate,” or “position expected.”

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. 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. Please send Kathe Harrison (kdavids@umich.edu) in Academic Affairs a copy of the new ad for her review and so she can forward it to Finance to alert them to allocate visiting funding (see Section 6).

5. SEARCH

Please see Section 8 for guidelines on joint searches.

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 and the UM Close Personal Relationship section of the SPG.

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 here or you may request a hard copy from advanceproject@umich.edu. While the entire committee is responsible for seeking minority and female candidates, some committees have found it helpful to assign the responsibility for coordinating that effort to one committee member.

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

6. CAMPUS VISITS

After the search committee has created a short list of candidates, the unit must submit a completed LSA Faculty Pool Report (Appdx. 4a) 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 in eRecruit) and detailed information on the candidates who will be interviewed.

During the visit you may wish 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 in the Faculty Search Candidate Campus Visit Funding policy.
7. **EXTERNAL EVALUATIONS**

Three letters of recommendation are required and they must be relevant to the position (see Section 9.5). Letters may be from individuals selected by the candidate. Please include all letters you receive in the case submitted to the College. If you have received letters on the candidate during the previous two academic years, 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](https://www.lsa.umich.edu/policies/LSA-Conflict-of-Interest) and the [UM Close Personal Relationship section of the SPG](https://www.lsa.umich.edu/policies/UM-Close-Personal-Relationship).

8. **JOINT APPOINTMENTS**

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

Both LSA units must participate fully in the search and recruitment process, and 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:
- create a joint search committee (JSC);
- have the JSC assess the suitability of various candidates for appointment; and
- 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 the unit decides to extend an offer, upload a file to the [LSA Executive Committee SharePoint](https://www.lsa.umich.edu/policies/LSA-Executive-Committee) site (instructions in Appdx. 2) that contains the following information in the order listed below:

1) **Completed Proposal to Hire Worksheet** (Appdx. 2)

2) **Cover Memo** signed by the Chair(s)/Director(s) and addressed to the LSA Executive Committee. If this is a joint appointment, then the Chairs/Directors of all units who have received LSA Executive Committee approval to hire a new Lecturer III should sign the memo. The memo should:
   - include an explanation as to why this person is uniquely qualified for this position,
   - avoid pure advocacy, and
   - review briefly the role of the position in your strategic plan(s), describe the candidate’s strengths (in relation to your unit needs), acknowledge the candidate’s limitations (in relation to your unit’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 and include correct HR titles. Please remove any personal information (home addresses, home phone numbers, spouse’s name, etc.). The curriculum vitae should document fully his/her teaching assignments, supervisory experience, and awards while in graduate school.
4) **Teaching Documentation.** Do not underestimate the importance of this section. No Lecturer III will be appointed without substantial documentation of their teaching excellence.

   The teaching section should include:
   - a statement of teaching philosophy and experience;
   - summary of the candidate’s teaching record during the last five years (Appdx. 5);
   - documents comparable to the summary Instructor Reports compiled 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 include the individual student’s responses in the file;
   - two 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 Report Form** (See Appdx. 4a for the form & 4b for the guidelines). 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 & Guidelines** (Appdx. 6) and **Template Offer Letter** (Appdx. 7). Email these as Word attachments to Kathe Harrison (kdavids@umich.edu). Do not include them in the case for LSA Executive Committee review as it does not approve commitments proposed on the offer worksheets or draft offer letters. These are reviewed by the LSA Offer Group. Providing these items early for the Offer Group to review will expedite getting a final offer to your candidate once he/she has been 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, be sure to explain clearly that no offers can be made without LSA Executive Committee approval.

11. **LSA EXECUTIVE COMMITTEE**

   The LSA Executive Committee (EC) has 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 placed 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, the chair/director may request an opportunity to appeal; but appeals are not granted automatically. In those cases, please contact the relevant Divisional Associate Dean.

   The EC meets most Tuesday mornings during the university year. If a complete file is submitted 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;
   - Approval of commitments from the LSA Offer Group; and
   - Approval of the draft offer letter 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 with a 100% appointment (i.e., appointment period September 1 through May 31) is $36,500. Justification of requests for starting salaries above the current minimum needs to be provided to the Offer Group 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 tenure-track/tenured faculty is not part of a Lecturer III position. As a result, an offer should never 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 (Appdx. 6) and the draft offer letter (Appdx. 7) are approved, units will be informed by Kathe Harrison (kdavids@umich.edu). At that point the offer letter may be finalized and sent to the candidate.

13. MODIFYING THE OFFER

Revisions to the commitments must be reviewed and authorized by the relevant Divisional Associate Dean before an offer letter may be modified. If the Lecturer III position is in the LEO Lecturer bargaining unit, revisions must also conform to 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

For reporting purposes, please notify Kathe Harrison (kdavids@umich.edu) in Academic Affairs as soon as the candidate responds to the offer and send her a copy of the candidate’s written acceptance or email declining the offer. 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 the LSA Transaction Team (lsahrtransactions@umich.edu) for processing. For current HR forms go here.

If the candidate is new to UM, please include the following forms in the hiring paperwork (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):

- 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 currently holds a UM instructional title, then only an HR submittal form is required.