

MICHIGAN STATE UNIVERSITY

January 23, 2018

TO: Deans, Directors, and Chairpersons

FROM: Theodore H. Curry II, Associate Provost and Associate Vice
President for Academic Human Resources

Paulette Granberry Russell, Director of the Office for Inclusion and
Intercultural Initiatives and Senior Advisor to the President

SUBJECT: Changes to the Academic Hiring Process

Several months ago, our offices began reevaluating faculty and academic staff hiring policies. You will recall that we reviewed our use of hiring waivers over the past several years and concluded that changes were in order in an effort to recommit the university to a fair, legal, and effective hiring process that advances diversity within our faculty and academic staff ranks. Upon a review of our hiring practices and relevant federal regulations, it was determined that all employment openings must be posted and that a waiver of the posting procedures is only permissible by federal regulations in the following three circumstances:

1. Positions for executive and senior management (as defined by federal regulations),
2. Positions filled internally, and
3. Positions lasting three days or less



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In our last communication, we announced the elimination of two (2) waiver categories - hiring waivers 17 and 18, otherwise known as uniquely qualified individuals, and "other" hires. We also announced the tentative elimination of hiring waiver 16, spousal/partner accommodation. Since that announcement, we have further clarified that an effort to recruit and retain faculty through hiring of spouses/partners are not employment openings. Since these positions are not considered employment openings, no waiver is necessary.

After this initial phase of review, we turned our attention to the remaining hiring waivers. We held feedback sessions with a cross-section of human resources administrators, as well as a larger feedback session that included deans, associate deans and a larger group of human resources administrators. After gathering feedback, we updated policies and reviewed proposed policy changes and recommendations with the Office of the General Counsel, the Office of International Students and Scholars, and Contracts and Grants Administration. After extensive vetting and review, we are ready to move forward with our revamped hiring policies.

Moving forward, hiring of faculty and academic staff will take place under three processes:

1. Posted Position/Posted MSU Extension Position – most openings will follow this process
2. Requested Exception to the Posting Process – units **will** request an exception to the posting process with a written justification and will choose from:
 - Executive management or senior management – we will strongly encourage posting of openings for this category
 - Positions filled internally within MSU – including:
 - Retirees (rehired within two years of retirement)
 - Appointment category shifts such as promotion from Research Associate to Senior Research Associate or reappointments from fixed term to continuing system.
 - Positions lasting for three days or less
 - Recruitment/Retention contingent hire (spousal/partner or faculty/academic staff hired as part of the team of a recruited individual)
 - Emergency hire
3. Appointment Form – these hiring processes will take place via a newly refreshed appointment form, and units will choose from:
 - No Pay
 - Reappointment of fixed term faculty and academic staff
 - Fellow/Resident (selected from a national pool)
 - Visiting Scholar (Visiting for two years or less, includes international scholars, faculty visiting from other universities and other short-term visitors)
 - Summer only appointment for graduate students

Many of the hiring processes previously labeled as waivers (i.e. waiver #3 – reappointment of fixed term faculty/academic staff) will remain. In addition, we will still review requests for exceptions to posting requirements and approve them where appropriate (e.g., emergency need to staff a class). The result of this largescale review is a streamlined hiring process as well as policies that are realigned with our hiring objectives and commitments.

The table on the following page provides an overview of the changes. Over the next several weeks, our offices will send out targeted communications, detailing all of the policy and procedural changes associated with faculty and academic staff hiring. We will also hold training sessions on March 30 and April 19 – invitations will be sent at a later date.

Finally, we are working with Human Resources to update our HR systems, and we will update the academic hiring manual and write “help documents” to assist with a successful implementation of these changes. Our targeted rollout of the changes is May 21, 2018.

Many of your units have already begun to embrace the upcoming changes by posting all openings in advance of the rollout date – your continued leadership around faculty and academic staff hiring is critical to the success of these efforts.

Please feel free to contact Academic Human Resources (517-353-5300), the Office for Inclusion and Intercultural Initiatives (517-353-3924), or Human Resources (517-353-4434) should you have any questions.

Waiver Crosswalk

Waiver #	Waiver Description	Disposition	Future State
1	Appointment for less than two semesters (9 months), or appointment for a full year at 50% time or less	No longer available	POSTED POSITION. Waiver does not meet hiring standards.
2	Visiting faculty/academic staff. The visiting waiver is only to be used for faculty and academic staff who are visiting on a short-term basis (i.e., 2 years or less) and who intend to return to their home institution or agency from which they are visiting.	No longer considered a waiver	Visiting scholars and/or faculty on sabbatical appointments are not classified as openings. Hiring under these circumstances will be redefined as the VISITING SCHOLAR APPOINTMENT PROCESS
3	Reappointment of fixed term faculty/academic staff	No longer considered a waiver	Redefined as the REAPPOINTMENT PROCESS.
4	Adjunct/Clinical/On-call faculty/academic staff	No longer considered a waiver (for unpaid) AND No longer available (for paid)	<ul style="list-style-type: none"> • Adjunct/Clinical redefined as the UNPAID APPOINTMENT PROCESS • Paid On-call appointments hiring process is POSTED POSITION.
5	Retired faculty/academic staff rehired on a fixed term basis	Allowable	Meets the INTERNALLY FILLED hiring standard.
6	Research Associate appointment due to emergency or jeopardy of the grant	No longer available	POSTED POSITION. Waiver does not meet hiring standards.
7	Research Associate appointment in position with highly limited availability due to specialty	No longer available	POSTED POSITION. Waiver does not meet hiring standards.
8	Research Associate appointment in position with unique circumstances that limit open candidates	No longer available	POSTED POSITION. Waiver does not meet hiring standards.
10	Resident/intern/fellow selected from national pool	No longer considered a waiver	Redefined as the FELLOW/RESIDENTS selected from a national pool APPOINTMENT PROCESS
11	Assignment of an internal candidate to an administrative position in which the administrative duties are 50% or less of the total duties	Allowable	Meets the INTERNALLY FILLED hiring standard.
13	Shift from other appointment category	Allowable	Meets the INTERNALLY FILLED hiring standard.
16	Appointment necessary to recruit/retain spouse/partner	No longer considered a waiver	Spousal/Partner appointments are not classified as openings. Hiring under these circumstances will be redefined as RECRUITMENT CONTINGENT HIRE PROCESS.
17	Special opportunity (unique qualifications)	No longer available effective 4/18/2017	POSTED POSITION. Waiver does not meet hiring standards.
18	Other cases where waivers of posting/search are appropriate.	No longer available effective 4/18/2017	POSTED POSITION. Waiver does not meet hiring standards.