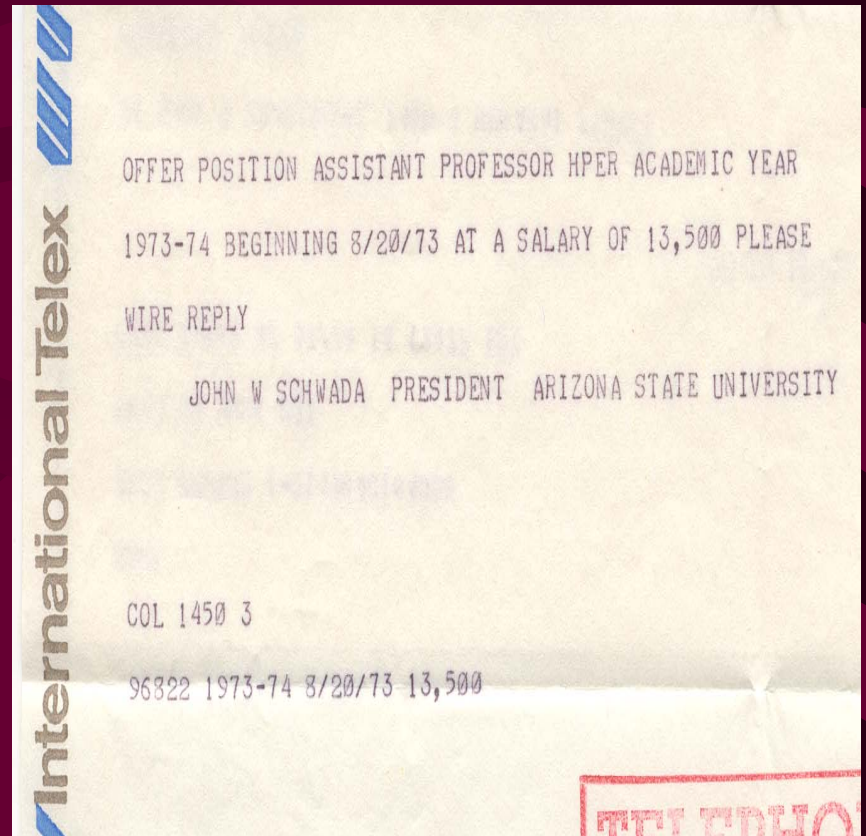


# Faculty Recruitment Strategies

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# The Good Old Days

- Jobs for all
- Tidy disciplines
- No rules
- Simple offer letters



# Topics to be Covered

- **The decision to search**
- **Hiring philosophies**
- **Types of hires**
- **Search complexities**
- **Other approaches to recruitment**
- **Assessing success**
- **Keeping good faculty**

# Departmental Centered Recruitment

- **Academic integrity**
- **Addresses unit needs**
- **Steady reshaping**
- **Can plan ahead**
- **Turn taking**
- **Inattentive to interdisciplinary needs**
- **Tyranny of the majority**
- **Little chance to put big packages together**
- **Institutional incoherence**
- **Few act affirmatively**

# Appointment Philosophies

- Hire only the best (market offer)
- Hire the best in the pool (market offer)
- Hire the person who will accept the position at a set of predetermined parameters (below the market)

# Types of Individual Hires

- Assistant Professor: Entry (new PhDs)
- Assistant Professor: Above Entry Level
- Associate Professor: (bargains here)
- Senior/Distinguished: (drawn to you or seeking to get away )
- Difference Makers: (catalysts for good)

# Difference Makers

## (catalysts for good)

- Respected academics
- Intellectual breadth
- Integrative approach
- Patient & persistent
- Move ideas to action
- Flexible & adaptable
- See the big picture
- Change as opportunity
- Concerned with results rather than credit
- Participatory and competitive in larger arenas
- Strategic orientation
- Involve students
- Great externally
- Lift others

# Search Complexities

- Different search calendars
- Partner accommodation
- Sharing a position (split lines)
- Recasting a position
- Salary compression or inversion
- Retaining one's current position
- Multiple appointments from a single search

# Other Approaches to Recruitment

- **Goal driven (e.g. connect knowledge areas, enhance diversity, build in strategic areas)**
- **Theme driven (e.g. multiple hires to build a research group for a specific purpose)**
- **Opportunity driven (e.g. move an entire intact group or unit)**
- **Advertise for people, not for vacancies**

# Assess Your Success

- **Competitive Awards**
- **Promotion and Tenure Statistics**
- **Diversity (parity with availability)**
- **Marketability of the Faculty: External Offers**

# Competitive Awards

## NSF Presidential

### Early Career Awards In

### Science and Engineering (1999-2002)

Institution	Total	Institution	Total
University of Illinois Urbana-Champaign	47	University of Pennsylvania	17
Georgia Tech Res Corp - GIT	44	University of Florida	16
University of Michigan	34	University of Illinois - Chicago	16
Massachusetts Institute of Technology	33	Princeton University	16
University of Wisconsin Madison	30	University of Southern California	15
University of Maryland College Park	29	Iowa State University	15
Purdue Research Foundation	27	University of Massachusetts Amherst	15
University of Washington	27	University of Virginia	15
Northwestern University	26	University of California - Irvine	14
Pennsylvania State University University Park	26	University of Connecticut	14
Columbia University	25	Boston University	14
Cornell University-Endowed	24	Virginia Polytechnic Institute & State University	14
Rutgers University New Brunswick	23	University of California - Santa Barbara	13
Carnegie Mellon University	23	University of Delaware	13
North Carolina State University	22	University of Kentucky Res Fdn	13
Stanford University	21	University of Arizona	12
University of Minnesota - Twin Cities	20	Johns Hopkins University	12
University of Texas - Austin	19	Duke University	12
Arizona State University	18	Drexel University	12
University of California - Berkeley	18	Brown University	12
Harvard University	18	Clemson University	12
Rensselaer Polytechnic Institute	18	Texas Engineering Experiment Station	12
Ohio State University + (Res Fdn)	18	University of Utah	12
University of California - Los Angeles	17	Michigan State University	11

# Promotion and Tenure Statistics

- **327 faculty hired as assistant professors**
- **209 (64%) were eventually tenured**
- **27 ( 8%) were denied tenure**
- **91 (28%) resigned before the 7<sup>th</sup> year**
  - **26 left facing a terminal contract (8%)**
  - **65 left in good standing (20%)**

# Marketability / External Offers

- **98 faculty members left in 2001-02 (6%)**
  - **Of these, 34 resigned and 64 retired**
- **66 faculty members rec'd external offers**
  - **21 did not receive counter-offers**
  - **45 received counter-offers**
    - **32 remained at ASU (71%)**
    - **13 left for appointments elsewhere**

# Keeping Your Best Faculty

- **Being attentive to “marketability”**
- **Pre-emptive counter-offers**
- **Reactive counter-offers**
- **“Named” endowed positions**
- **Fighting back**