

RECRUITING – ART OR SCIENCE?

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ABSTRACT

SESSION OVERVIEW

The objective of this special session was to generate a critical discussion about various perspectives on faculty recruiting. The interviewer and three panelists have been involved in the “art and science” of recruiting, and shared their hands-on experiences with the audience.

The session addressed the importance of hiring strategies on the front end of the recruiting process, including identifying college and departmental needs, assessing the available pool of candidates, and seeking top-tier candidates in a competitive marketplace. The panelists in this session addressed specific tactics used to implement hiring strategies – both effective and less effective tactics were discussed.

RECRUITING ISSUES (SELECTED)

Hiring Strategy:

- Outside of having an available budget, what initializes the need for new faculty?
- Do you create an ideal profile of someone who best “fits” your departmental needs and culture (e.g., collegiality, research, teaching, diversity, non-traditional, older candidates)?
- Which takes precedence, hiring the best overall person or hiring the person who fits a specific sub-discipline?
- Does the department or recruiting committee discuss departmental needs in advance of announcing a position?
- What role does the Dean play in developing a hiring strategy? What about faculty outside of the marketing department? Or tenured versus tenure-track faculty?

Advertising:

- How do you make your advertisements appealing or unique?
- Where to do you place your advertisements/ position announcements?
- What impact does informal networking and word-of-mouth play in bringing candidates to you?

Screening and Interviewing:

- What rubrics do you use to evaluate candidate resumes and subsequent interviews?
- How many candidates do you interview at AMA for one position and what questions do you typically ask?
- Are phone interviews conducted before or after the AMA in-person interviews? Why or why not?

Site Visits:

- Is it better to bring candidates in early or late in the hiring cycle?
- Are candidates invited all at once or as you go, depending on the assessment of the previous candidates' visits?
- What constitutes a typical site visit (e.g., should candidates be required to teach a class)?

Salary and Other Issues:

- How does the hiring process proceed after you have interviewed candidates and what is the decision making chain (e.g., Faculty to Recruiting Committee to Chair to Dean)?
- How is the offer, including salary, summer support, teaching and other items, determined/negotiated and by whom?
- What is the number one reason that desired candidates do not accept offers (e.g., California State University salary issues)?