

DO SWEAT THE SMALL STUFF: SUCCESSFUL STRATEGIES FOR STAFFING THE MARKETING PODIUM

**David A. Horne, Department of Marketing, College of Business Administration,
California State University, Long Beach, 1250 North Bellflower Blvd.,
Long Beach, CA 90840; dhorne@csulb.edu**

**H. Rika Houston, Department of Marketing, College of Business and Economics,
California State University, 5151 State University Dr.,
Los Angeles, CA 90032; hhousto@calstatela.edu**

ABSTRACT

INTRODUCTION

By necessity, universities are in a constant state of renewal and are faced with the constant need to recruit new students and new faculty. University admissions offices have successful outreach strategies to target prospective students that will continue to enrich the student population and campus community. With regard to new faculty recruiting, most universities have specific policies and procedures in place that have been established to justify the need for and to outline deliberate processes for bringing new faculty to the institution. These procedures must be adhered to since they have been the result of thoughtful deliberations that recognize university goals for program enrichment, faculty diversity, and enrollment realities. Colleges operate within these guidelines and the full recognition of university timelines and request formats is a necessity if any requests from specific colleges about new faculty recruits are to proceed in an unimpeded manner and gain approval from central administration.

BACKGROUND

As discussed by Swartz et al. (2007) and further emphasized by the authors of this paper, there is a perfect storm brewing when it comes to the question of future faculty needs within colleges of business administration across the country and within marketing departments more specifically. First, there is the issue of the upcoming wave of faculty

retirements from the first great surge in business school enrollments and subsequent hiring of freshly minted PhD's during the 1970's. Second, the AACSB standards for accreditation and the push for more constant assessment will call for an increase in terminally qualified faculty. Third, at the same time that business programs are required to recruit new faculty with terminal degrees in business, they are also facing the growing dilemma of increasing shortages of doctoral-level faculty with terminal degrees in business (AACSB 2002). Finally, there has been the dramatic increase in the sheer number of business schools across the world.

DISCUSSION

All of these factors weighed together make successful new faculty recruitment, for marketing departments in particular, both a challenge marked by considerable constraints and an opportunity for creative strategies designed to maximize competitive advantages even when the most obvious resources are not available. The authors propose eight critical steps for recruiting new marketing faculty even in the context of the challenges that have been discussed above. This eight-step process has been tested and proven successful in several annual recruiting cycles at a large, public university in Southern California and is offered as a guideline to help other marketing departments obtain more productive results in their new faculty recruiting efforts.

References Available on Request