

Recruiting Faculty

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Goals

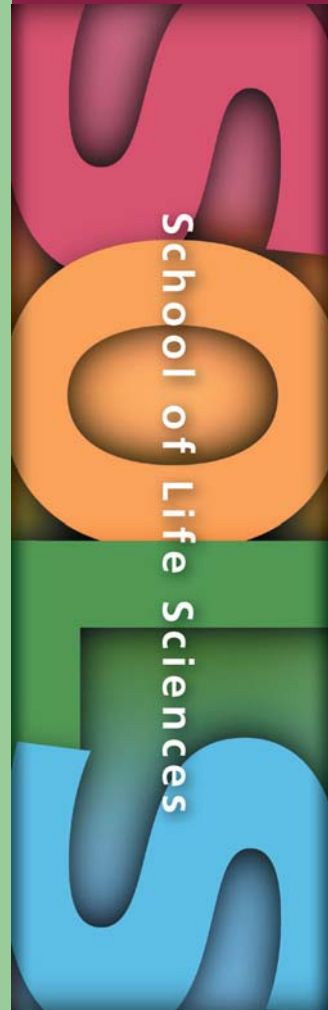
- Create a diverse faculty
- Hire the “best” faculty possible
- Build areas of strength
- Provide for instructional programs

The Hiring Plan

- Involve the faculty
- Link it to the strategic plan of the college and campus
- Specify how it fits the instructional needs of your department
- Specify how it builds strength in research and teaching programs
- Show you have space resources

The Search Committee

- Make it diverse and balanced
- Use faculty who you “trust”
- Don’t try to impress candidates with your search committee
- Meet with them before they start

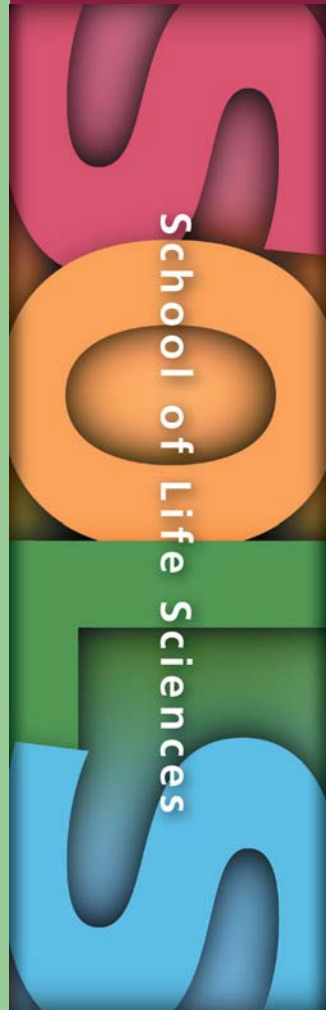


The Search

- What level?
- Know your capabilities to attract senior faculty
- Follow the HR rules
- Write the job description as broadly as possible (don't "replace" someone)
- Advertise broadly
- Be ready to go with search at a moment's notice

The Search

- Cluster hires
 - Make sure there is a large pool
 - Don't feel obligated to fill all positions
 - Think about the mix of junior and senior faculty
 - Know your capabilities to attract senior faculty



The Interview

- Do an initial interview and an exit interview
- Treat all candidates equally and fairly
- Explain to them the process and give them a timeline for results
- Let them know your role in the process
- Make yourself accessible to them to ask further questions
- Let them know it is OK to call and ask about the process

Negotiations

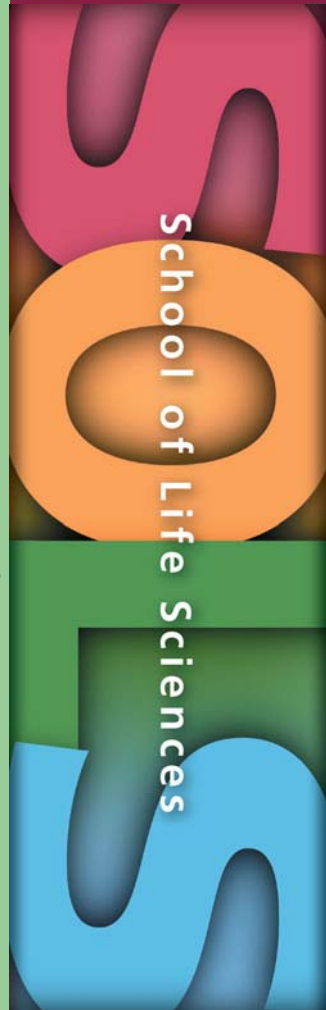
- Represent the candidate
- Provide what is necessary for them to be happy and productive
- Be open and honest
- Provide for second (or third) visits
- Don't draw arbitrary lines in the sand
- Try to maintain control of the process

The Offer

- Stay involved
- Draft the letter if your Dean will let you
- Work with the candidate before the letter is signed and sent
- Avoid arbitrary deadlines

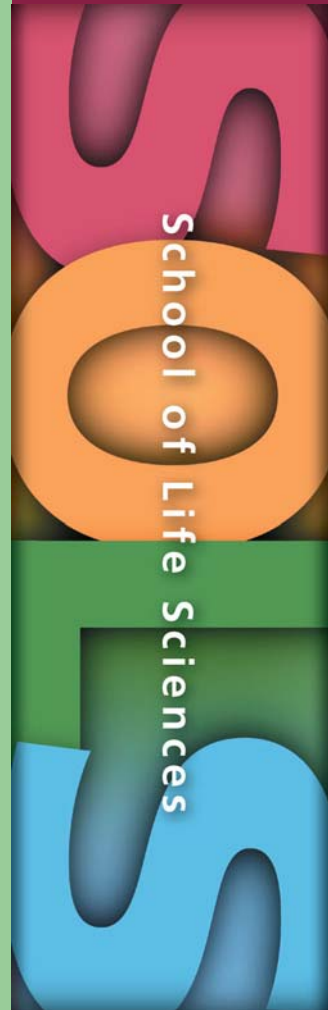
Targets of Opportunity

- Yours or the Dean's?
- Diverse faculty
- Superstars
- Specific programmatic needs



Targets of Opportunity

- Have a written process that involves faculty
- Do they fit your strategic/academic plan?
- Would they make the short list in a national search?
- Don't target junior faculty



Partner Hires

- Have written criteria for partner appointments
 - meet strategic needs?
 - make a short list?
- Treat partner like a target
- Treat partners independently

My Record

- Hired 27 new faculty in 3 years
- 19 searches, 8 targets
- Successfully recruited 18 of 19 first picks in searches
- 10 hires (7 searches, 3 targets) added much needed diversity to my faculty
- Should do better but not sure how