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