



The Ins & Outs of Faculty Recruiting

AOM 2017 – Atlanta, GA

Marianne Miller
Scott Sherman
Sammie Robinson
Wendy Kramer
Mike Ryan

AOM Placement Services



Overview

- **AOM Placement applicants & positions**
- **Applicant survey data**
- **Faculty Recruitment Process**
 - **At AOM – what happens here**
 - **After AOM – what should happen**
- **Questions**



2017 AOM Placement numbers*

■ Applicants (Applicant/Position ratio)

- 2017 – 823 (2.02)
- 2016 – 1096 (2.48) *Placement now free to members*
- 2015 – 600 (1.15)
- 2014 – 597 (1.3)

■ Positions

- 2017 – 407
- 2016 – 442
- 2015 – 414
- 2014 - 427

*As of 30 July 2017



AOM Job Candidate Survey

(Nancy McIntyre & Mary Jo Jackson)

Sources used during job search:

- 75% interviewed at AOM**
- 11% interviewed elsewhere**
 - **Regional meetings**
 - **Other professional organizations (e.g., SIOP)**
- 48% Chronicle of Higher Education**
- 26% Other**
 - **Higherjobs.com**
 - **School websites**
 - **Discipline-specific websites and/or e-mail lists**



More Job Candidate Survey Data

How applicants determine with whom to interview:

- Match in teaching preferences – 57%**
- Geographic area – 50%**
- Reputation of faculty – 31%**
- “Fit” – 50%**
 - **With position requirements**
 - **With prospective colleagues**
 - **With institution**



At AOM: First Impressions

Applicants are evaluating you as much as you are evaluating them.

You represent your institution. Treating all candidates cordially and professionally is essential.

Be aware that applicants share their interview experiences with others.



Negative First Impressions

Yes, we really have heard candidates say all of these things.

“I was interviewed by a recruiter who was drunk at 2:00 in the afternoon. I withdrew my application.”

“I was so struck by the hostility between the faculty conducting the interview that I knew their institution was not my sort of place.”

“When I heard the recruiters making fun of their previous candidate, I wondered what they would say about me.”



Give a Realistic Preview

Research expectations

- Number & quality of publications expected
- Where do your faculty publish?

Teaching load

- Number of classes/preps
- Days & hours classes are scheduled
- Typical class sizes
- Expected level of rigor, grade distributions



More on Realistic Preview

Service commitments

- Fewer for early-career faculty?
- Service types (to institution, profession, community)

Tenure & promotion standards

- Relative weights for teaching, research, service
- Your institution's record of granting tenure & promotions



U.S. EEO Guidelines

- ❑ **Focus on job-related knowledge, skills, abilities, and experience.**
- ❑ **Avoid questions related to racial identity, gender, national origin, religion, age, and disabilities.**

Most candidates know an inappropriate question when they hear it.



Preparing to Interview

Candidates prep for interviews – so should you!

- Know your process timeline (i.e., when campus visits will happen; when you expect to make a job offer).
- Know the attributes you *need* (versus *would like*) in a candidate.
- Plan your interview
 - Ask 5 or 6 key questions in the same order for every candidate.
 - Structured interviews provide better data, avoid legal problems.
 - Leave time for candidates' questions.
- Review C.V. before candidate interview (they can tell when you haven't)



After AOM: Campus Visits

- **Only invite candidates who are likely to be hired.**
- **Invest the time & effort needed for a good on-site experience.**
- **Give the candidate the visit schedule in advance.**
- **Don't overschedule; build in breaks, time to breathe.**



The Job Offer

Subjects for Negotiation

- Salary – data available from AACSB, AAUP**
- Research support (81% provide some)**
- Number of courses/preps (42% provide release time)**
- Travel for research/conferences (94% provide this)**
- Technology needs (70-80% offer some form of support)**
- Summer funding (45% offer teaching; 71% offer research support)**
- Moving expenses**

AACSB Salary Trends

| | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 |
|------------|------------------|------------------|------------------|------------------|
| New PhDs | 114.1 | 110.9 | 113.8 | 118.1 |
| Instructor | 73.4 (69.7) | 77.1 (73.3) | 77.5 (72.0) | 80.0 (76.6) |
| Assistant | 111.8 (111.6) | 111.8 (113.3) | 117.2 (117.3) | 119.0 (118.0) |
| Associate | 119.4 (130.3) | 122.1 (130) | 126.4 (145.6) | 130.9 (124.8) |

() indicates average salary for new hires at each level



AACSB Salary Trends

New Hires

New Doctorate Salaries by Field/Discipline (\$'s in 000's)

| Field/Discipline | Mean 2016 | % Change From 2015 |
|-----------------------|-----------|--------------------|
| Accounting/Taxation | 156.9 | 0.0 |
| CIS/MIS | 117.9 | 9.7 |
| Economics/Mgr Econ | 101.7 | 10.3 |
| Finance/Banking/RE | 155.1 | 7.3 |
| OB/HR/IB/Strategy | 118.1 | 3.7 |
| Marketing | 125.6 | -0.9 |
| Production/Logistics | 140.2 | 10.6 |
| Methods/Ops Res/Stats | 118.7 | -1.3 |
| Combined | 128.6 | 2.9 |



AACSB Salary Trends

New Hires

New Doctorate Salaries by Field/Discipline (\$'s in 000's)

| Field/Discipline | Mean 2016 | % Change From 2015 |
|-----------------------|-----------|--------------------|
| Accounting/Taxation | 156.9 | 0.0 |
| CIS/MIS | 117.9 | 9.7 |
| Economics/Mgr Econ | 101.7 | 10.3 |
| Finance/Banking/RE | 155.1 | 7.3 |
| OB/HR/IB/Strategy | 118.1 | 3.7 |
| Marketing | 125.6 | -0.9 |
| Production/Logistics | 140.2 | 10.6 |
| Methods/Ops Res/Stats | 118.7 | -1.3 |
| Combined | 128.6 | 2.9 |



2017 Candidates by Preference

| | On <u>Market</u> | At Career <u>Fair</u> |
|-------|-----------------------------|----------------------------------|
| ■ BPS | 71 | 35 |
| ■ OB | 108 | 59 |
| ■ ENT | 51 | 18 |
| ■ HR | 20 | 9 |
| ■ IM | 19 | 7 |



After the Job Offer

- Give the candidate a deadline for responding.**
- Encourage the candidate to contact you if questions arise; otherwise, try to leave the candidate alone.**
- Tell the candidate why you think he or she is a good fit; avoid overselling.**
- Do not make promises you are not willing to put into writing.**



AOM Placement Can Help

We want:

- Schools to have successful searches.**
- Candidates to find jobs that are a good fit for them.**
- Everyone to understand the job search process.**

We are committed to doing our best to serve all parties involved.



Placement Coaching

- **Service offered to applicants *and* employers**
- **Applies our experience to help make job searches successful**
- **We can help:**
 - **Candidates with C.V. / search process questions**
 - **Candidates with unique concerns**
 - **Schools seeking recruiting advice**