

The Ins and Outs of Faculty Recruiting

Based on Materials From

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How Faculty Initially Feel About Recruiting



We can do this!

How Faculty Often Feel About Recruiting After the Interviews



Run away!!!!

Overview

- Vital Statistics – What you want to know.
- Applicant Survey Data – what you need to know.
- The Process of Recruiting Prospective Faculty
 - At AOM – What we do.
 - In General – What you ought to be doing.
- Questions Common to the Process.

Hiring Trends

AACSB Study 2009-2010 from 510 US Institutions

- Institution
 - AACSB Accredited
 - Non – AACSB
 - Public
 - Private
- Percentage
 - 86.6%
 - 13.4%
 - 67.3%
 - 32.7%

2012 AOM Placement

- Applicants (2.65 applicants per job)
 - 2012 - 948
 - 2010 – 723
 - 2009 – 676
 - » 2008 – 319
- Positions
 - 2012 – 358
 - 2010 – 289
 - 2009 – 260
 - » 2008 - 172

Applicants Registered on AOM

	2007	2008	2009	2010	2012
Strategy	276	189	294	259	208
OB	291	177	286	288	187
HR	172	141	205	190	117
Int'l	166	99	284	44	98
Entrep.	162	142	173	166	143
OT	139	82	174	217	94

Managerial Jobs By Category (as of 2 August 2012)

Job Type	Year - 2012	Applicant to Job Ratio
Strategy	99	2.1
OB	76	2.46
HR	53	2.21
International	42	2.33
Entrepreneur	65	2.2
OT	30	3.13

Targeting Preferred Faculty Candidates

Appropriate to Your Institution

Miss

Do **Not** Select Potential **High** Performer: slow pub start, inexperienced teacher, and needs competent mentor.

Hit

Select Potential **High** Performer: Pubs plus pipeline, good teacher, and a likely good colleague.

Hit

Do **Not** Select Potential **Low** Performer: great school, good program, competent advisor but....

Miss

Select Potential **Low** Performer: one hit wonders, teaching ?able and probable poor colleague.

2007 AOM Survey of Candidates

(Nancy McIntyre and Mary Jo Jackson)

- Sources Used During Job Search:
 - 75% interviewed at AOM
 - 11% interviewed elsewhere
 - Regional Meetings
 - Other Professional Organizations AMA etc.
 - 48% *Chronicle of Higher Education*
 - 26% Other
 - Higheredjob.com
 - School websites
 - Discipline websites and/or list serves

How did applicants determine with whom to interview?

- Match in teaching preferences – 57%
- Geographic Area – 50%
- Reputation of Faculty – 31%
- “Fit” – 50% *Very Important for Everyone!*
 - Institutional Fit vs. Candidate Fit
 - Different Criteria
 - Clarity of Expectations Critical
 - 1st Job Candidates vs. 2nd Job Candidates
 - Now that I know what I know, I want....
 - Then, what you really want is....

Fit – Institutional Mating

- Realistic Job Preview is *Absolutely Critical.*
- Research Expectations: must be realistic and accurate for your institution in terms of outlets, #, quality etc.
- Teaching Load: preps, scheduled hours/days, # of students per class, rigor, grade distributions etc.
- Service Commitments: umbrella for your new faculty.
- Role of Mentors: tenure, culture, student issues as well as teaching service and research. Not necessarily the same person for everything and not just the occasional lunch.

Interviewing Do's

- Provide specific information:
 - Your university – no institution is perfect.
 - Your position – needs versus wants.
 - Your hiring process – timelines and feedback.
- Demonstrate genuine interest in the applicant.
- Be candid about applicant prospects – be gentle toward non fits.

Helpful Hints

- Contact recruits as early in the process as possible.
- Early decisions often trump \$ and other variables.
- Avoid large panel interviews – do not trash candidates research.
- Do not double book interviews.
- Only interview real prospects.

More Helpful Hints

- Do not use hotel rooms.
- Do not interview in Placement Reception Areas or at Interview Tables which have not been assigned for your search.
- If conducting interviews outside Placement area evaluate location and environment from applicant's perspective.

Interview Hints

- Realistically interview each applicant.
 - Don't just market your school.
 - Don't over market your school.
- Concentrate on the applicant not on yourself!
- Read applicant's vita prior to interview.
 - We see many interviewers who have no idea who they are talking with.
 - We also see frequent confusion as to who spoke with whom about what. *Notes can really help.*

More Interview Hints

- Plan for interviews.
 - Pay attention to your time constraints.
 - Be consistent in terms of questions etc. just like any good research effort.
 - As academics, we know how to do this right.
- **Do not** photograph applicants.
- **Do not** ask “illegal” questions.

Never....

- “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 I knew their institution was not my sort of place.”
- “When I heard the recruiters making fun of the previous candidate I wondered what they would say about me?”

Interview Aftermath - minuses

- Decreased Applicant Interest Due to:
 - Negativity
 - Hostile comments at interview.
 - Negative comments about colleagues, the institution, and competition.
 - Poor organization of the interview.
 - Any sense of being played or not treated as a serious candidate.

Interview Aftermath - pluses

- Increased Applicant Interest Due to:
 - Message consistency
 - Faculty enthusiasm
 - For the position
 - For the institution
 - Insightful questions generate positive interest
 - But do try to distinguish between poor candidates and poor candidate preparation.
 - Recognize that some programs do a poor job of preparing their students. (Unpolished gems are still valuable.)

Campus Visits

- Only invite candidates that are likely to be hired.
- To get who or what you want be specific about your needs.
- Be serious about tradeoffs your institution is actually willing to make.
- Think investment rather than cost.

The Job Offer

- Subject for Negotiation
 - Salary – AACSB, CUPA, AAUP,
 - Research support (81% provide some)
 - Number of courses/preps - 42% get some release time
 - Travel – 94% get support for travel, networking still critical
 - Technology – 70-80% some form of support, but do not promise and then fail to deliver
 - Summer Funding
 - 45% summer teaching
 - 71% summer research support

Salary Trends

	2008-2009	2009-2010	2010-2011	2011-2012
New PhD	101.8	105.7	112.3	100.1
Instructor	65.3	67.4	68.5	70
Assistant	103.1	104.4	108	106.8
Associate			84-120	90-125
Full			127-150	127-160

After the Job Offer

- Give the candidate a deadline for responding.
 - **Do not** contact them every day or two for an answer.
 - **Do not** oversell your school.
 - **Do not** make promises you are not willing to put in writing.
- Give the candidate contact information should questions arise during offer consideration.

Remember Candidate Decisions Will Be Influenced By

- Geographic area.
- Reputation of the school.
- Collegiality of the faculty.
- “Fit” perceived or real with the faculty.
- Opinions of advisor, committee, family, friends and others. You can only do so much.

General Hints

- Stay on schedule throughout the recruiting process.
- Communicate effectively:
 - Follow-up with candidate,
 - Return phone calls,
 - Send regret letters out promptly.
- Ask for reference letters **only** from final candidates. (This is a significant hiring barrier for some institutions and almost always sends the wrong signals to prospective candidates.)

AOM Placement is here to help

- We want institutions to have successful hires.
- We want prospective faculty to find positions that “fit” them.
- We would like the process to be transparent to all involved.
- We are committed to doing the best job possible for institutions and job candidates.