

Conducting Successful Faculty Searches

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The Essential Fact of Faculty Hiring

- The *hire* is the most important personnel decision.



The Keys

1. Think about the entire process as a chance to meet new people and make new friends.
2. Your applicants impression of your program (and your university) will be strongly influenced by how they are treated.
3. Be as open and honest as possible.



How to Do It

Communicate . . .

- ✓ At the beginning, during the process, and at the end . . .
- ✓ About every major step in the process . .
- ✓ Whenever a candidate makes contact . . .
- ✓ As openly as possible.



How to Do It

Interview as if you were the Interviewee . . .

- ✓ Remember, you invited them to come. They are your guests. [Use the Golden Rule.]



How to Do It

Before the interview . . .

- ✓ Carefully plan every aspect of the visit.
- ✓ Put your newest hire on the search committee.



How to Do It

Before the interview . . .

- ✓ Provide options, especially for accommodations and travel. If you can put them up at either a hotel or a bed & breakfast, offer them the choice.



How to Do It

Before the interview . . .

- ✓ Have a complete itinerary and get it to the candidate *before* arrival.



How to Do It

Before the interview . . .

- ✓ Make someone responsible for each candidate.



How to Do It

During the interview. . .

- ✓ Have someone meet the candidates when they arrive.



How to Do It

During the interview. . .

- ✓ Respect their internal clocks if they have crossed several time zones.



How to Do It

During the interview. . .

- ✓ Pay for their meals and make that time as relaxing as possible.



How to Do It

During the interview . . .

- ✓ Avoid grilling the candidates.
- ✓ Have conversations . . . Not interrogations.



How to Do It

During the interview . . . Be prepared to shut up.

You will be surprised what you learn when your candidates fill the silence.



How to Do It

During the interview . . .

- ✓ Avoid repeating the same questions over and over.



How to Do It

During the interview . . .

- ✓ Make sure there is an escort for meetings on other parts of your campus.



How to Do It

During the interview . . .

- ✓ Provide a little (but not too much) open time during the day.
- ✓ Tell them your schedule for the completion of the search.



How to Do It

After the interview . . . Communicate

- ✓ Meet your schedule if at all possible.
- ✓ Respond to their questions to the degree that you can.
- ✓ Call to let them know the outcome as soon as the offer has been accepted.
- ✓ Write a formal letter thanking them for their time.



Steps to Insure an Unsuccessful Personnel Search (2000)

Susan L. Cutter, President's Column, AAG Newsletter, v. 35

1. Request reference letters from all candidates as part of the application process.
2. Develop an advertisement for everything, so that no one person fits the description.
3. Make sure the search committee has a majority of soon-to-be retired faculty members.



4. Never send an acknowledgement letter and never let the candidate know where she stands in the hiring process.
5. Ask the candidate to stay over a Saturday night to reduce expenses and then fail to handle local arrangements.
6. Put your most cantankerous faculty member in charge of hosting the candidate during an on campus visit.



7. Never send an acknowledgement letter and never let the candidate know where she stands in the hiring process.
8. Make sure that the room for the talk has no audio-visual equipment, or if it does, make sure it isn't working properly.
9. Once the interview is over, take months to reimburse the candidate's expenses.
10. Last, but certainly not least, never let the unsuccessful candidates who visited your campus know they weren't hired.

