Top Ten Recruitment Strategies

Launching Your Search

1. **Consider teaching, mentoring and outreach as well as research.**
   - Do not narrowly concentrate on a research specialty in ways that can exclude candidates who could make broader contributions.
   - Reflect upon how the hire will advance your broader priorities.
   - Consider your need to increase student recruitment, enrollments and community partnerships.
   - Consider focusing on areas of interest to faculty and students with diverse perspectives.

2. **Include diverse perspectives on the committee.**
   - Do not limit the committee to just related specialists.
   - Include search committee members who are strong teachers and mentors and are involved with outreach and pipeline initiatives.
   - Include faculty from underrepresented backgrounds, but be careful of overloading such faculty members' service commitments.
   - Consider setting up an advisory committee of stakeholders.
   - Coordinate with related programs that may be hiring.

3. **Plan your search to divide duties among the committee.**
   - Who will write and have input in the job advertisement?
   - Will you solicit further materials later in the process?
   - Will you do screening interviews on the phone?
   - Who will check references?
   - Will all the committee review all the applications?
   - Who will approve the finalists and make the final decision?
   - Who will handle each of the next listed items?

Building Your Pool

4. **Go after top candidates, don't wait for them to apply.**
   - Invite high performers who may not be on the market.
   - Network with faculty and directors of graduate and postdoctoral programs, including those from diverse backgrounds.
   - Review leading journals and departments, winners of awards and grants, and faculty in top departments.
   - Attend conference sessions to seek out diverse faculty.
   - Use listservs, including those for faculty from varied backgrounds.
   - Create a Google Docs or other system to track top prospects.
   - Call people rather than sending emails, which get ignored.

5. **Advertise initiatives and strengths, not just the position itself.**
   - Promote your department's strengths to attract candidates.
   - Direct candidates to a landing page modeled on *Why UA?*
   - Highlight University strengths such as interdisciplinarity.
   - Note our support for families and domestic partners.
   - Highlight diversity programs, demographics, and initiatives.
   - Define requirements broadly to include diverse candidates.
   - Distinguish between *required* and *desired* qualifications.

Consider the implications of our changing student demographics:

Over forty percent of UA undergraduates are now ethnic minorities.
Minority enrollments have grown seventy-five percent in the last decade.
Those increases have fueled enrollment growth of twenty-five percent.
Enrollments are a factor in setting budgets in our RCM funding model.
Minorities will become the majority in Arizona within ten years.

Reviewing Candidates

6. **Limit the impact of unconscious assumptions.**
   - Use criteria based on your priorities to assess CVs and letters.
   - Use evidence-based approaches to evaluating candidates.
   - Structure discussions so that all members of the committee can contribute and no individual dominates the deliberations.
   - Review research on the topic included in this packet.

7. **Base criteria on benchmarks drawn from your strategic goals.**
   - Reviews and interviews should follow consistent formats.
   - Use the strategic priorities in your posting to set criteria.
   - Make sure to assess teaching and outreach as well as research.
   - Check references, working from a consistent set of questions.

8. **Make the most of your interviews.**
   - Base questions on the priorities set out in the job posting.
   - Include questions about teaching, mentoring and outreach.
   - Include questions and criteria on sheets for taking notes.
   - Avoid inappropriate questions about personal matters.
   - Be sensitive to cultural differences in conversational styles.
   - Stress the strengths of your programs and initiatives
   - Inform candidates about our highly rated personnel benefits and work-life balance programs.
   - Allow adequate time for interviews and subsequent deliberations to avoid resorting to stock impressions.

For help with hiring resources and HR support, email Christopher Wolf, Project Manager, Human Resources at cwolf@email.arizona.edu

> Through proactive recruitment, in the last three years we have increased the hiring of underrepresented minority faculty by 300%: from 5% in 2009-12 to 16% in 2014.

Campus Visits and Ongoing Recruiting

9. **Use onsite visits to highlight strengths and ensure fairness.**
   - Before visits, ask candidates if they want to meet an HR representative, they have dietary or mobility restrictions, and if they want to meet with local community groups.
   - Promote the strengths of the department and university.
   - Allow time in the visit to learn from candidates perceptions.
   - Involve diverse constituencies in campus visits.
   - Highlight support for family, domestic partners, and quality of life.
   - Use a standardized review form to document faculty members' interactions with a candidate to avoid giving credence to impressionistic responses. An example is included on page 4.

10. **Recruiting top candidates is an ongoing process.**
    - Identify prospects for recruitment when reviewing research.
    - Attend sessions on diversity issues at conferences.
    - Use such occasions to build relationships.
    - Invite prospects to campus using SPFI campus funding.
    - Propose hiring candidates for SPFI funding on 11/1 and 4/1.
    - Build relationships with pipeline programs and departments.

Additional Resources to Share with Your Committee

Ten Minute Tools: A Toolbox for Hiring the Best includes research that can help committees build diverse pools of outstanding candidates.
   - Understanding the Hiring Environment
   - Forming an Effective Search Committee
   - Creating an Attractive Position Description
   - Recruiting the Best Candidates
   - Avoiding Unconscious Bias in Evaluations
   - Conducting Highly Effective Interviews
   - Hosting a Successful Campus Visit

Advertising venues for job postings includes free venues.

WhyUA? is a website committees can use as a landing page for candidates and for links to create their own landing pages.

THE UNIVERSITY OF ARIZONA