Faculty Recruiting and Retention Panel

Jack Stankovic, Virginia
Eric Roberts, Stanford
Stu Zweben, Ohio State
Outline

- Purpose/mechanics of study
  - NSF funded; CRA supported
- Recruitment - data analysis (Eric)
- Retention - data analysis (Stu)
- Recommendations (Jack)
- Feedback/Discussion/Ideas/Other Problems
Purpose of Study

- Widespread concern and difficulties of R and R of faculty
- Similar problems in early 1980s

Fact ←-→ Fiction

Reality ←-→ Perception
Purpose of Study

- Dot.com crash - problem has abated (?)
- what really happened
- what is happening now
- propose long term tracking of R and R issue
  - identify data to collect
- recommendations
Mechanics of Study

- Survey of Department Chairs
  - 21 from 108 (NRC ranking) - all ranks

- Survey of Department Chairs - Undergraduate Colleges
  - sent to all departments
  - 104 surveys completed

- Survey of New Faculty Hires
  - 50 surveyed (34 responded)

- Survey of Recent Job Changers
  - 64 faculty surveyed (38 responded)

- Survey of Faculty Search Committee - PhD
  - 30 (21 responded)
Mechanics of Study

- Taulbee Data
- Three Workshops
- Report to be published
- CRN newsletter article
Committee

- Aspray (CRA)
- Carver (La. State)
- Gear (NEC)
- Grosz (Harvard)
- Hartmanis (Cornell)
- Jesse (AAAS)
- King (Houston)
- Lewis (Colorado)
- Roberts (Stanford)
- Stankovic (Virginia)
- Walker (Grinnell)
- Weyuker (ATT/NYU)
- Zhao (Texas A and M)
- Zweben (Ohio State)
Target Audiences

- Faculty
- Department Chairs, Deans and Provosts
- research vs teaching institutions
- NSF, DARPA, ...
- Graduate students
- Professional Organizations
- Industry
Recommendations - Recruiting

- Environment
- Personal
- Process
- Increase Pool of Good Candidates
Environment

- Improve the quality of grad students. Have sufficient numbers of PhD students. Create good grad student/faculty working atmosphere. Difficult because of a catch-22
- Have a department vision/strategic plan and show how the candidate would fit. Show special interaction with colleagues in the same or related areas. If none, explain plan for this area of research.
- Improve the collegial atmosphere of the department.
Personal

- Offer competitive salary.
- Establish mechanisms and direct support for help with solving 2-body problems.
- Exploit positive aspects of geographical location (if possible).
Personal

- Establish competitive teaching loads.
- Have a multi-year plan for support of new faculty
  - mentors,
  - extra research support,
  - lab space and equipment.
- have a structure/approach in place to aid faculty in obtaining grad students fast!
Process

- Demonstrate a high quality intellectual atmosphere during the interview possibly by having meetings by technical area groups rather than the more traditional 1/2 hour slots.
- Make sure faculty and grad students at talk
Deans should be encouraged to permit more offers than openings given that the success ratio is low (33%).
Process

- Time to allow for response from candidate?
- Dept should be realistic in interviewing and if opportunity arises to invite stars do so late in the season so that it is clear that the person is still interested
- Build on strength
Increase Pool

- Look for people in non-traditional places: industry, overseas, and with degrees in other related fields (especially if these fit with multidisciplinary activities).
- Create a plan and institute it for attracting and retaining women and minorities.
- Build pipeline
Retention

- Prevention
- Reaction
Retention

- Initiate preventative measures to retain faculty.
  - Improve culture/collegiality
  - Quality of grad students
  - Ranking
  - Salary
  - Mentoring
  - Teaching loads
  - Reward effective faculty (early promotion, etc.)
Retention

Teaching institutions must pay competitive salaries.
Continue to monitor and solve 2-body problems.
Men and women value different things - take that into account
Provide collaborative work environments.
Deans must be proactive, not reactive.
Retention

- Take actions to retain best faculty
  - counteroffers are tricky