

Faculty Recruiting and Retention Panel



Jack Stankovic, Virginia
Eric Roberts, Stanford
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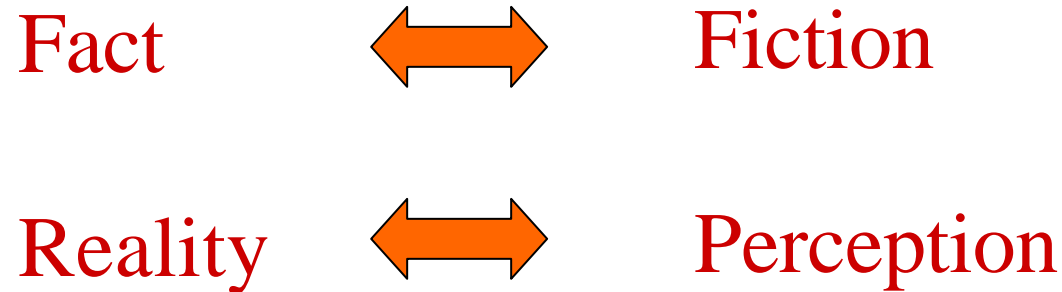
Outline



- ⌘ 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



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

Process



- ⌘ 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