Recruitment and Hiring

- Dean’s role is to make strong statement regarding diversity for every search; promote very active seeking of candidates; intent in hiring is that the whole place invests in and benefits from success of new faculty (Dean Townsend, Nicholas); hire those whom we expect to promote and retain (Dean Boulding, Fuqua)
- Dean should have prime responsibility for the search and hiring processes in their school; large schools have distributed leadership with central oversight; deans/divisional deans should review CVs of and approve the short lists of candidates to come for campus interviews and if list is not diverse, send it back and ask committee to look more broadly
- Deans should come together to recruit (interdisciplinary) faculty; focus on making each school better, thus making the institution better; strive to be the very best
- Appoint a diversity advocate on each search committee (Dean Boulding, Fuqua); make sure each committee has diverse representation (Dean Andrews, SoM)
- Be proactive in recruitment (deans and key faculty): take the long view, follow future candidates closely, make personal visits, form contacts
- HBCUs are a resource; establish ties with HBCUs (SoN: Bennett College; Nicholas: NC A&T)
- Track our own graduates and maintain lists: Alumni PhD lists, Mellon Fellows’ lists
- Involve graduate and professional students in recruitment of faculty
- Be conscious of the make-up of search committees in terms of gender, race/ethnicity, field of study
- Allow search committees to be opportunistic; every department has “open license” to bring forward excellent candidates as Target of Opportunity searches – TOPS (Pratt)
- Consider cluster hiring (examples as of 2014: Chemistry, mathematics); utilize interdisciplinary hiring; make use of targeted searches in areas where there are more potential candidates
- Open field searches may yield more scholars of color (in other words, don’t restrict searches to a very narrow field that has almost no women or faculty of color PhDs); Dean Boulding: search in areas with opportunity for higher returns – business policy, political and economic development, health, social entrepreneurship, energy and environment
- Two-year visiting assistant professorship (Law)
- Young academics of color workshop run by Guy Charles (Law) making a difference
- Conferences: a way to bring underrepresented minorities to campus; speakers as potential faculty candidates; networking
- Barriers in recruitment and hiring tend to be departmental; educating search committees is key so they understand institutional priorities and goals and leverage information for finding and attracting the best candidates
- Think outside the box: faculty can also come from industry, government, business, private practice
- Educate search committee members about implicit/unconscious bias; make this training mandatory (A&S)
- Highlight awareness of flexibility policies (parental leave, tenure clock relief, flexible work arrangements) – Faculty Handbook, Faculty Advantages website and brochure

Dual Career

- Work closely with other deans, provost, HR, others to recruit dual career academic partners; early knowledge of the situation helps; doing these at the last minute is difficult
- Partner issues in general are very challenging
- Be knowledgeable about Duke’s flexibility policies, local opportunities at neighboring institutions, in RTP
- Consider hiring a relocation specialist (not limited to real estate; someone to assist with higher level or complex recruitments who can provide contacts, information about educational opportunities for children, information about parents wishing to retire near their children, etc)
- At Deans’ Retreat in fall 2014, deans raised recommendation that the provost appoint someone dedicated to assisting the deans in partner/dual career hiring; as of March 2015, Laura Howes in the Provost’s Office assumed that responsibility and has worked with numerous couples.