

## Faculty recruiting at graduate institutions

### Start up costs:

- U Minnesota-gets to keep salary money for vacant faculty lines, offers from 750K to 1 M.
- Theorists are 100-300k start-up.
- Strategy: ask candidates what their steady state costs would be, and work backwards.
- Many people limit the time to spend money. Others cut it off after 2-3 years.
- Employ constraints if the amounts actually exceed the demonstrable need.
- Do the start up costs skew hiring priorities? Definitely.

### Targeted versus wide open searches:

- Broader search casts wider net for women and minority candidates. However, broad searches can be divisive.

### Trailing spouses:

- Three way split between dept, college, and provost
- Laurie McNeil and Marc Sher report on trailing spouses.
- UC Davis: partner opportunity program. Three couples in the last 4-5 years.
- U Penn: 3 couples recently.

### Planning:

- Long-range plans only last about 3 years.
- Make case to align with university or college priorities.

### Retention

- Early tenure.
- Lots of reassurance.
- Formal mentoring, explain department procedures, tenure and promotion.

### Tenure and promotion:

- Grants are still important, even though the funding situation is tight.
- At Stanford an early sabbatical is granted.
- At Duke the dean covers a semester after the mid-term (pretenure) review.

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