



**Best Practices for Hiring Tenure Track Faculty in COEHP with an
Eye to Top 50 Research University Status**

Principle 1: Searches should be approved in a timely manner such that they can be conducted in the late fall or early spring with a view to having the new professor in place by the following August. In fact, it would be better to maintain an open position for a year than to settle too quickly on whoever is left in the candidate pool by the summer.

Rationale: Searches that occur in the late spring and certainly into the summer fail to engage the interest of the “best” candidates since many other universities will already have made job offers by that time.

Rationale: Searches that occur in the late spring and certainly into the summer fail to involve the necessary cross section of COEHP faculty since they are either distracted by the end-of-semester work or, in the case of the summer, have already left campus. When few faculty members are involved in the search we do not have the advantage of their expertise and the candidates do not have an opportunity to interact with prospective colleagues.

Principle 2: National searches should follow a standard format designed to gain as much information from the candidate and give as many faculty as possible a chance to engage the search process and interact with the candidates. The on-campus interview should involve interviews between the candidate and the dean, associate dean, department head, and faculty in an open seminar setting. The candidate should also give a teaching presentation and a research presentation to which invitations are extended to faculty at least one week before the event. The dean, assistant dean and department head must be invited and the department head must attend.

Rationale: It is rare that we can add tenure track faculty and this process must be as comprehensive and transparent as possible. All constituencies must have an opportunity to make judgments about the candidate, hence the desire that such important searches do not occur during the summer (as stated in Principle 1).

Principle 3: We should avoid hiring our own graduate students unless they have distinguished themselves at another university for a reasonable period prior to their consideration for a position here.

Rationale: Not only is this common practice elsewhere, but it is difficult for new professors to be considered colleagues as quickly if they are already known from their roles as graduate students. Furthermore, our focus should be on adding new insights and conceptions to our practices, something that would be very difficult by hiring graduate students who have had no outside experiences. We run the risk of simply recreating

and reaffirming what we are already doing rather than being challenged by new impressions and experiences.

Principle 4: We should steadfastly avoid transferring the status of one of our clinical professors (full time non tenure track) to tenure track.

Rationale: Not only is it common practice in our peer institutions not to transfer clinical faculty to tenure track without a search, but a range of challenges result if we routinely do this. We suffer some of the same problems associated with hiring our graduates; we will never know if we have hired the “best” individual possible, the professor involved will never have the assurance that they are the “best” fit for the position. Clinical faculty would be welcome to apply for open tenure track lines, but would only be potentially hired after a rigorous national search as outlined in Principle 2.

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