



Part 5: Recruitment

Just as it is important to plan for outreach and assessment, it is important to plan for final selection, negotiation, and recruitment.

Outlining a Recruitment Strategy

Unlike creating strategies for other stages of a search, units likely will be unable to create a recruitment strategy until near the end of the process. **Some issues to consider:**

- How many viable candidates do you have?
- Do you have a clear rank order for the top candidates?
- If funding were available, would you consider making more than one offer?
- If none of your top-ranked candidates accepts an offer, do you have a second tier of candidates you would like to bring to campus to consider?
- If none of your top-ranked candidates accepts an offer, will it be best to wait until the following year and run the search again?
- Given the specific field or subfield of the search, and given what you know about your top candidates, what issues do you anticipate might arise during negotiations?

Making an Offer

Typically, it is the responsibility of the unit chair or director to negotiate an offer of employment, after receiving approval from the appropriate dean or chancellor. The terms of an offer vary considerably by field and by rank, but usually include salary, benefits, and some kind of start-up package. In many fields, assistant professor hires often also include a guaranteed course reduction before the review for tenure. Offers should also spell out in detail the unit's expectations in terms of research, teaching, and service.

Additional issues to consider:

- To ensure equity, the salary and rank of the proposed position should be no less for a candidate who is female and/or from an underrepresented group than they would be for a white male candidate.
- Notify unsuccessful candidates only after an offer has been accepted, but prior to public announcements of the appointment.
- Although one should not directly ask a finalist about the need for partner accommodation or visa sponsorship, it is appropriate to ask if there are additional factors that would influence the decision to accept a position at UW.
- If partner accommodation is a concern, the chair or director should consult with the appropriate dean or chancellor about possibilities for employment within the unit, college or school, or university (e.g., tenure-track, lecturer, or other instructional positions on a permanent or temporary basis, or various staff positions). The unit should also introduce the candidate to the **Greater Washington State Higher Education Recruitment Consortium (GWS HERC)** and its online regional job board. Information about GWS HERC is available in the Toolkit.
- The college, school, or campus and the university may be able to offer recruitment incentives beyond the unit's standard compensation package. In addition to partner accommodations, such incentives might include relocation funds, reduced teaching expectations, professional development funds, start-up funds, summer salary, and/or research support.
- The Office for Faculty Advancement offers the Provost's **Faculty Recruitment Initiative (FRI)**, which can provide supplemental funds to be used to leverage unit and dean's resources when hiring faculty who will enhance the unit's diversity profile. Details about the FRI are available in the Toolkit.