



Office of the Provost

# Retention Starts at Recruitment

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Academic Leadership Series

November 7, 2023



# Panelists



**Dana Cohen**

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*Director of Faculty Recruitment  
Office of the Provost*



**Kim Graber**

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*Department Head, Kinesiology  
and Community Health  
Applied Health Sciences*



**Philippe H. Geubelle**

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*Executive Associate Dean  
Grainger College of Engineering*



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Philippe H. Geubelle  
Executive Associate Dean  
The Grainger College of Engineering



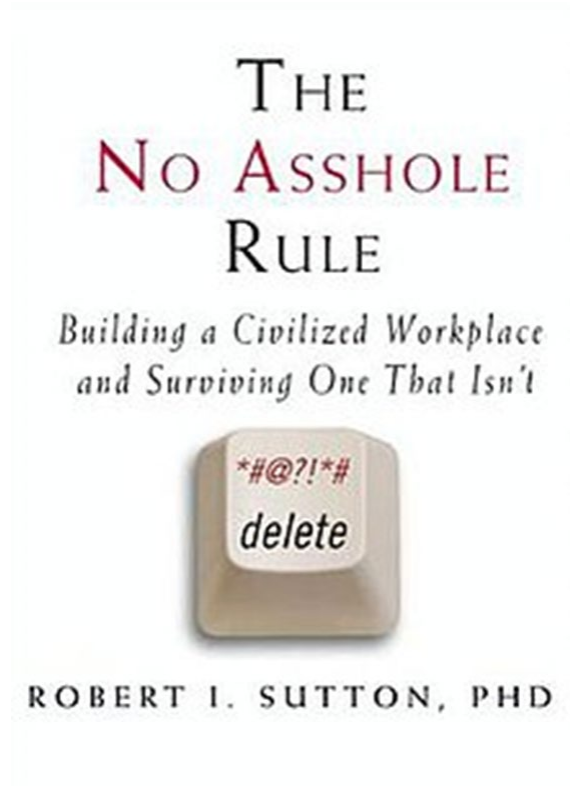
# Background

- Started at UIUC in January 1995 as assistant professor in the Department of Aerospace Engineering (AE)
- AE Department Head from 8/2011 to 12/2018
  - Hired 18 faculty members: 16 TT faculty (14 assistant prof. and 2 tenured prof.) and 2 prof. of practice)
  - Lost 9 faculty members to administrative positions (2), Caltech (2), Stanford (1), Georgia Tech (2), industry/national lab (2)
- Executive Associate Dean, Grainger College of Engineering since January 2019
  - Faculty affairs: recruiting, retention, promotion, awards
  - Collaborative UIUC/ZJU educational/research program in Haining, China
  - Budget model formulation and implementation

Academic year	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
# of TT faculty hires	23	35	40	25	30	19	39	26	22	8	16	41
# of teaching faculty hires	0	0	0	0	7	12	10	21	14	1	7	18

Number of recent TT and specialized faculty hires in GCOE

# Recruitment Tips to Department Heads



- Select the right search committee: motivated, open-minded. Discuss your vision with the committee.
- Let the search committee handle the recruiting process: do not interfere
- Participate in as many interviews (zoom, in person) as possible.
- Spend as much time as possible with the faculty candidate
- Two criteria: quality of candidate and potential impact on department
- Negotiate start-up in good faith and fairly with faculty candidate (without affecting the salary scale and financial health of your unit)
- Act quickly: The faster you proceed on extending the offer letter, the better your chances are to recruit him/her
- Make the faculty candidate 'feel the love' from his/her future colleagues
- Keep the response time short: you don't want to be the candidate's 'Plan B'
- Engage before the new hire gets to campus (proposal, IT, student recruiting)

# Retention Tips to Department Heads



- Proactive retention is the preferred approach: evaluate ‘poaching risk’ every year as part of yearly performance review
- Best ‘anchor’: scientific/intellectual collaborations
- Other retention arguments:
  - Named appointments and other recognitions/awards
  - Salary: make sure not to affect the salary distribution in your unit
  - Lab space
  - Unique research equipment: to get campus support, focus on shared equipment
  - Collegial department, quality of life, ...
  - Housing
- Note: Do not support ‘testing the waters’ through LOA request



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Kim Graber

Department Head

Kinesiology and Community Health

Applied Health Sciences



**Hiring decisions are some of the most important decisions you will make as a head**





# Prior to Search

- Appoint a thoughtful search committee
  - Develop a charge letter
  - Meet with search chair
    - Hireable v. not hireable (not a ranked list)
    - Remind chairs of TOP
  - Proactively recruit (calls)
  - Develop an attractive position description
    - Highlight opportunities in the department, college, campus, community
    - Carefully word position requirements and process



# During Search

- Attend as many search events as possible
- Highlight positive aspects of KCH community
- Discuss Illinois as a final career destination
- Demonstrate respect for the candidate (listening/following up)
- Consider off-reference checks for finalist(s) (permission required)
- Rely on your instincts (fit, initiative, willingness to be a team player)



# Making an Offer

- Tailor offer to needs of the individual
- Avoid lengthy and unnecessary negotiations
- Assist in developing start-up spreadsheet (e.g., travel, publication costs, student help)
- Contact as soon as possible and remain in frequent contact
- Demonstrate respect for individual and family
  - Dual Career Office (Dana Cohen)
  - Interact with other campus units
  - Treat partner with equal respect



# Onboarding

- Assist through complicated processes
- Clean and updated office with IT connected
- Welcome package
- Orientation
  - Meet with head
  - Meet with business office
  - Meet with associate heads
  - AHS Faculty Academy



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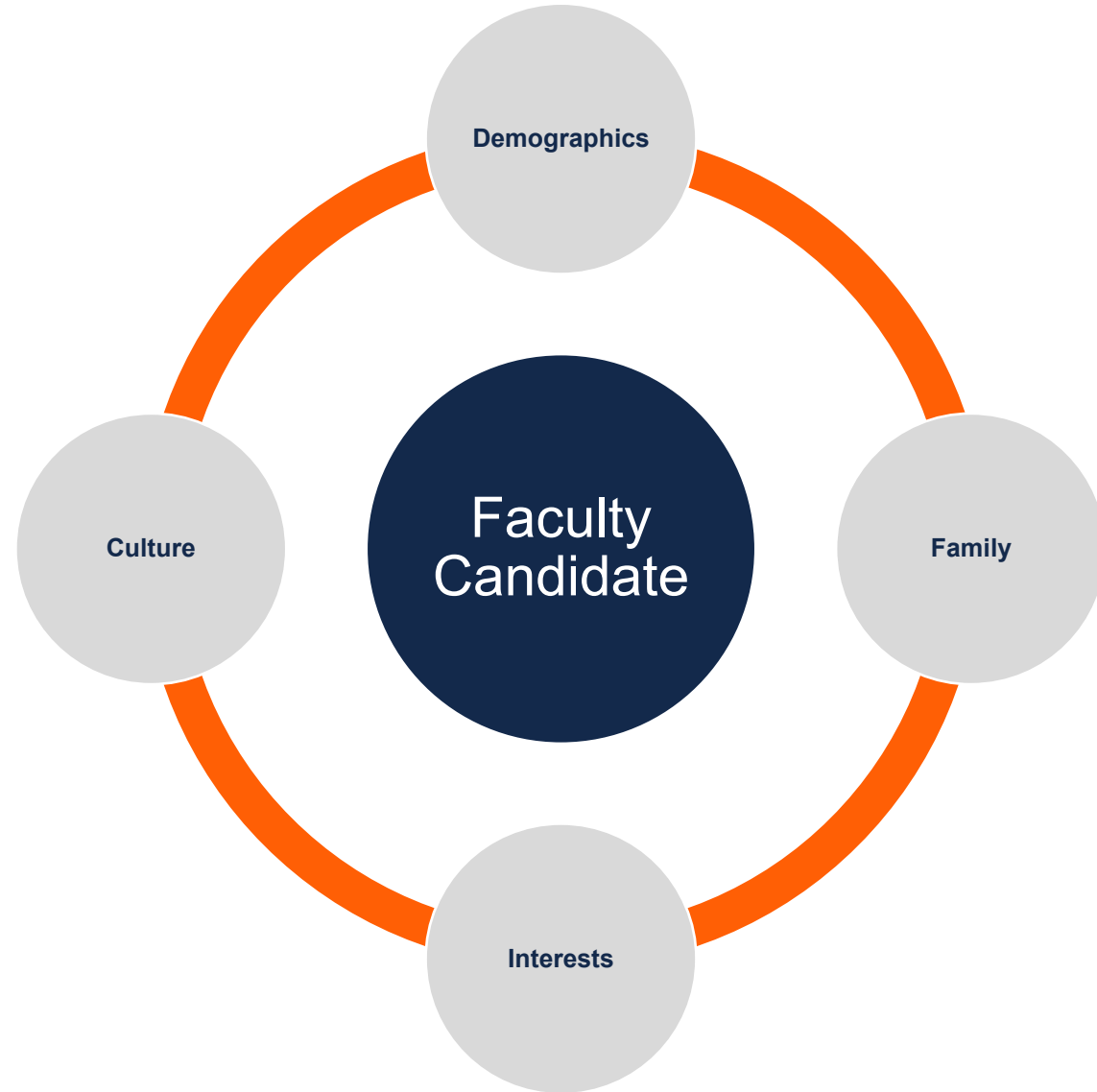
Dana Cohen

Director of Faculty Recruitment

Office of the Provost



# Personalize





# Community

**MAKE IT**  
**CHAMPAIGN**  
**URBANA**





# CHAMBANAWELCOME CREW

## AMBASSADORS

Ambassadors have a strong network and knowledges of the Champaign-Urbana area and stand ready to answer questions, share experiences, and ensure a smooth transition into our community.



OULAY  
HARVEY



ALEJANDRO  
SUNÉ



ANDREA R.  
JAKE



DARIUS  
WHITE





# THE WINTER NEW TO CU MIXER *At Krannert Art Museum*

hosted by **CHAMBANAWELCOME CREW** 

**WHAT** *Are you new to the greater Champaign-Urbana area since 2021?* Join us to meet and network with other newcomers for networking, food, and great drinks at Krannert Art Museum. Members of our Chambana Welcome Crew will be on hand to answer your community questions and to help welcome you. **Food is on us!**

**WHERE** Krannert Art Museum, 500 E. Peabody Dr., Champaign

**WHEN** Thursday, December 7, 5:00–7:00 p.m.

**RSVP** Free to attend; RSVP required by November 30.

This event is hosted by Experience Champaign-Urbana and the Champaign County Economic Development Corporation. Contact us at [cwc@champaigncountyedc.org](mailto:cwc@champaigncountyedc.org) for questions.

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# Q&A

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