Improving Faculty Recruiting in the Computing Community
Snowbird 2018 Panel

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Background

- Faculty recruiting challenges
  - Departmental leadership (e.g., low yield),
  - Faculty members (e.g., multiple candidates per week)
  - Candidates (e.g., many strong candidates not getting academic interviews)

- Goals
  - **Inform**: CRA First Step: CV Online initiative
  - **Discuss**:
    - Understand faculty recruiting challenges faced by community
    - Assess needs, if any, for additional community action
Panel Questions

• Is there a need for community action? what is it?
  – Recruiting meeting at Snowbird or the FCRC
  – Best practices paper for departments: when to make offers and fuses
  – Changes to the timelines of offers and responses
  – Guidance to faculty candidates

• What is working well and not working?
Panelists

- Michael Franklin, University of Chicago
- Juan Gilbert, University of Florida
- Brian Noble, University of Michigan
- Jennifer Rexford, Princeton University
- Craig Wills, Worcester Polytechnic Institute
Resources

- One-sheet (2-page) handout [PDF] [Word]
- Information on the CRA CV Database
- Faculty Recruitment Conference – Association of American Law Schools, https://www.aals.org/services/faculty-recruitment-services/faculty-recruitment-conference/
- Academic Placement Career Fair – American Marketing Association
- The right match: America’s biggest economic conference doubles as a jobs fair, The Economist, Jan 7th 2016.
- National Resident Matching Program.
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- Craig Wills, Worcester Polytechnic Institute
Michael Franklin, University of Chicago

• Like many places, we are on an ambitious growth plan
  – Goal: Grow Tenured and TT faculty from ~20 to ~40 FTE
  – Expand into new areas – especially Data Science (and now AI/ML)
  – Expand professional & joint masters programs (w/B School, Public Policy, Social Sc., …)

• We’ve hired 9 T/TT faculty over the past 2 years
  – Plan to continue at this pace for the next few years at least

• Major effort: >20 2-day candidate visits per season
  – Season starts early (invitations start going out 1\textsuperscript{st} week of Jan – late!)
  – The “closing” process (2\textsuperscript{nd} visits, etc.) has been going longer
  – Finding the right candidates is difficult (esp. diversity and inclusion)
  – When focused on growing an area – huge load on that faculty group
Some Possible Solutions

- Proper etiquette for candidates
  - How many interviews to accept?
  - It’s good to cancel an interview at a place you know you won’t go
- Proper etiquette for departments
  - How many candidates to invite?
  - With multiple offers to give, why wait until the very end of the season?
  - When to tell people that they aren’t getting an offer
- Would making more information available help?
  - CV databases
  - Posting lists of invitees more obviously
- Retention is the other side of the coin
  - How to ensure that the opportunities we are offering are rewarding
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• Craig Wills, Worchester Polytechnic Institute
UF CISE Growth

- Grown from ~37 to 55 faculty in 5 years
  - 46 TT, 9 TF (Provost and Dean appropriated funds for TF)
    - Herbert Wertheim donation; Rankings
  - 15 Full professors, 17 Associates, 14 Assistants

- Preeminence Initiative, Teacher-Scholars and Wertheim Transformation
  - Adding more faculty and lecturers
  - HWOCE will reach 300+ total faculty (Currently, 260 or so)
Challenges in Recruiting

- Assistant vs. Senior Faculty
  - We wanted a mix

- Fatigue in interviewing multiple candidates, sometimes within the same week

- Everyone hiring in CS; therefore, top candidates have many offers
  - We tend to interview the same people from the same places

- Hiring season seems to be getting longer in order to fill faculty lines
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Scaling the Recruiting Process

• Reviewing applications
  – Priority areas + other + EEO
  – Faculty divided over the priority areas to help review
  – Soft “quota” on interviews by area/other

• Interviewing candidates
  – One-day interview, with talk over lunch
  – Faculty responsible to attend and meet by area
  – Talks recorded and posted online

• Deciding on offers
  – Recruiting committee makes initial recommendations
  – Collecting views ahead of faculty meeting
  – Two notions of “abstain” (“lack of info” or “uncertain”)
  – Discuss and straw vote one week, finalize vote the next
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Outcomes of Advertised Computer Sc. Faculty Searches for 2018
Craig Wills, Worcester Polytechnic Institute

• 176 institutions reported filling 269 of 363 sought positions (74%)

• 22% of institutions reported failed searches, 54% at least successful

• 62% of public PhD and 58% of private PhD at least successful

• Reasons given why institutions were less than successful included a reduced number of qualified applicants, lack of partner accommodation, higher than expected salary requests, increased competition for available candidates, and particularly competitive areas such as machine learning and security.

• 29% of hired faculty start with a newly-earned PhD, 27% were previously in a tenured or tenure-track position at another institution and 23% were previously in a post-doc/researcher position
Above the diagonal: a higher percentage of positions were filled than were sought.
Below the diagonal: a higher percentage of positions sought than reported filled.