

## Faculty Recruitment Case

Maria was pretty busy these days- putting the finishing touches on her last couple of manuscripts for submission and looking around for her first faculty position left little time for anything else. It felt as if she had been a student forever; she was eager to pursue her own academic direction and to have more independence in the classroom. She had been very happy with her experiences at a historically black university. Despite the small size of her institution, she had been very productive thanks to the networking opportunities that her post-doctoral mentor had helped her to establish. She had several publications and her presentation at the recent meeting of National Psychological Association had been nominated for a prize as the most original in its class. There were already a couple of likely job offers in the works, but as she indicated to a fellow trainee- neither was exactly ideal.

Her mentor had suggested that she stay on in the same institution. He had enough space for her to continue working in his lab and thought her prospects for getting her own grant were good. In the meantime, perhaps Maria could get incoming grad students to help her out as she would likely face a greater load of teaching. Maria had tried twice to meet with the department chair about the offer, but last minute conflicts had occurred. When she finally met with him, he seemed encouraging, but distracted and vague.

She had also visited a large, prestigious research university, where she had been asked to make a research presentation. The audience seemed to like her work, asking good questions and giving her the sense that there was genuine potential for an academic home. The department chair had implied that she would likely be invited back for a second visit. However, her visit had left her feeling uneasy. There had been comments by one interviewer that she might find it tough to fit in because her degree was from a state institution and she would probably not like the climate. While waiting for her ride to the airport, she had overheard two faculty members chatting about how the department's only minority faculty member had just left the institution amid rumors that his promotion bid had failed.

### QUESTIONS FOR DISCUSSION

1. You are the chair at her home institution. What would you do to try to recruit Maria, knowing that you have limited financial resources?
2. You are the chair of the search committee at the large research university. How will the committee evaluate Maria's candidacy? How will you as chair manage the discussion? If she comes back for a second visit- what would you do differently?