

We, we believe in a proactive search approach. Business fields in general tend to be very tough to recruit in, especially compared to some areas (e.g., the humanities). Indeed, our feeling is that you have to do a lot more than just post an ad somewhere. One of our best tactics is to invite people to apply--this is flattering and creates good will if nothing else. To generate invitees, we tap the collective connections and relationships that our faculty possess. However, we also make it a point to develop "friends" throughout the search process--people who will then spread the word about how well they were treated, regardless of the outcome (I can get into detail about how we do that sometime if you'd like--also considerable intentionality there). Consequently, we systematically revisit past search pools and then reach out to former applicants--this actually resulted in the first African-American faculty member joining our Department in 2009 (someone who was in a search two years earlier, but who did not make it to the campus interview stage at that time).

Finally, in addition to everything above, we also do "prospecting"--we divide up AACSB-accredited business schools in the U.S. (several hundred of these) by region, then dole them out to search committee members most familiar with those parts of the country.

Next, our committee members will troll websites for faculty and graduating PhD students, looking for people who might meet our various criteria, including diversity. We collect as much info as we can about good potential invitees, then our committee reviews that info and decides whether or not to send a personalized invitation to apply (along with our advertisement). We have sent over 60 invitations in our Entrepreneurship search. In our more recently launched Marketing search, we are already up to 35 invitees.

We have found that inviting people is very helpful for generating excellent pools, regardless of whether we are in the main recruiting cycle (or not, as we are now). Needless to say, all of this requires intentionality, a plan, a ton of work...and persistence.

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