



Continuous Active Recruitment: Resources, Rationale and Bibliography

What Is Continuous Active Recruitment?

Continuous active recruitment (CAR) is the practice of actively developing a pool of candidates over time, rather than passively waiting for candidates to apply once positions are posted.

More than a process, it is a whole mode of approach to faculty searches based on the long-term cultivation of relationships and connections with those who may become applicants for a position at some future point, especially those from underrepresented groups such as women and minorities.

CAR is a set of evidence-based practices that have become the norm for recruiting professionals in the private sector. They are now recommended by academic search experts, and utilized by many of UVA's peers.¹

Research and Best Practices

Long Term Goals. CAR necessitates that departments identify long-term as well as short-term goals and needs. It uses information gained during the recruitment process to anticipate candidates' needs and interests in order to increase the likelihood that they will accept an offer from SEAS, and integrate successfully into their new positions.

Previous Relationship Leads to Better Acceptance Rates. Research at one university on why faculty candidates decline offers indicated that while 39% of those without any previous relationship to the university declined an offer, only 17% of those who had a previous relationship declined. The same study showed that for those candidates who had 0-1 visits the declination rate was 39% but for those with 2 or more visits the declination rate was only 24% (Rachac & Maruyama, p.17).

Personal Referrals. One of the schools that sent out personal notes to colleagues and presidents reported the following: "One of the candidates was referred by two and another by three external colleagues. We knew immediately that they were exceptional candidates (Vicker and Royer, p.23)" The authors of *The Complete Academic Search Manual* comment: "It helps to indicate that their referrals will receive immediate and personal attention in the process. Blanketing mailing lists with position announcements is rarely successful, but targeted networking can often yield fruitful results" (Vicker and Royer, p.23).

Be an Ambassador: Connect with Graduate Students. The University of Washington and many other research universities consider the development of ongoing relationships with graduate students with an eye to future faculty candidates to be an excellent mode of active recruitment (NSF ADVANCE Cornell, NSF ADVANCE University of Michigan, NSF ADVANCE University of Washington). Faculty members can be ambassadors for your department and for the University every time they attend a conference or visit another school.

¹ Bilimoria and Buch, 2010; Dyer, Montelone, Rezac and King, 2006; Stewart, LaVaque-Manty and Malley, 2004; Turner, 2003; Vicker and Royer, 2006.

See the **Continuous Active Recruitment Tip Sheet** for a list of other well-tested CAR practices you can incorporate into your searches.

See the **Continuous Active Recruitment Resource List** for links to organizations and other resources that can be of assistance in the active recruitment process.

Continuous Active Recruitment Bibliography

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