I. Introduction

In October 2007, the Combined Advertising workgroup explored cost-effective methods for advertising faculty positions. ‘Combined Advertising’ is defined as a single advertisement containing multiple job listings. The workgroup was charged with: 1) promoting broader and equitable access in position advertising across the University; 2) providing equitable access to advertising opportunities; 3) providing a sustainable platform to educate hiring officials about combined advertising; and 4) establishing a pilot program to test the success of combined advertising.

As work progressed, research findings impacted the original scope of the project. The workgroup recognized in order to provide equitable access, effective advertising must first be realized. ‘Effective advertising’ is defined as the placement of one or more advertisements in the most widely read publications targeting specific audiences in an effort to yield highly qualified applicants. Providing effective advertising for the University will build a platform in which to further identify opportunities for equitable access; thereby increasing diversity for the pan-University.

Due to the lack of resources and available time to pursue the change in scope, the workgroup was unable to complete several goals in the original charge. This report summarizes research conducted relating to the initial scope. Recommendations are expected to aid future workgroups charged with expanding advertising opportunities for the University.

Workgroup members included:

- Kelli Palmer, Workgroup Leader, Office of the President
- Lucinda Childs-White, Office of University Recruitment
- Gertrude Fraser, Vice Provost for Faculty Advancement
- Darlene Scott-Scurry, Equal Opportunity Programs
- Lea Moore, Facilitator, Process Simplification

II. Approach to Work

The workgroup conducted the following research supporting the original charge: 1) external benchmarking research for combined advertising approach; 2) assessment of the Office of Equal Opportunity Programs (EOP) self-reported applicant data pertaining to advertising venues; 3) interview with the Vice President for University Human Resources regarding previous advertising experience at the University of New Mexico; and 4) review of advertising expenditures from the University’s contracted advertising firm, Graystone Group.

Five publications were randomly chosen to be representative of a broad and diverse readership audience: the Chronicle of Higher Education, Diverse Issues in Higher Education, Hispanic Outlook, Women in Higher Education, and Inside Higher Education. In addition, the workgroup explored the value of conducting a University-wide needs assessment on faculty advertising. Due to time constraints, this was not completed. An online collaborative tool, “Collab” was established to share all resources, information and reports among the workgroup members.
III. Research Findings

External Benchmarking

The workgroup conducted benchmarking on a sample of Association of American Universities (AAU) peer institutions. AAU institutions are a set of research universities devoted to exceptional quality in academic research and education; as a result, these peer institutions are likely recruiting faculty with similar qualifications and experience to those at U.Va. The following public universities were contacted: California (Berkeley), Kansas, Michigan (Ann Arbor), Washington, Wisconsin (Eau-Claire). Private universities include: University of Pennsylvania and Carnegie Mellon. Conversations with these institutions revealed none utilized a combined advertising approach.

Additional contacts were made to various schools placing combined advertisements in recent editions of the *Chronicle of Higher Education*. Categorized into small and large institutions, the sample included: Alcorn State University, Baylor University, George Mason University, Middlebury College, Loyola University, Morris College, New Jersey City University, Tennessee State University, Amherst College, University of Maine, Western Oregon, and William Patterson. Those having less than or equal to 5000 enrolled students were considered small institutions representing 41.6% of the population. It was discovered combined advertising occurred at small colleges and universities (50%) where funds specifically used for job postings were limited and/or the volume of open positions were minimal.

Applicant Data

The University is responsible for soliciting demographic data from all persons submitting employment applications. Applicants voluntarily complete a data form and return it to EOP. This form requests information on an applicant’s race, gender, and ethnicity, as well as how the applicant learned of the position.

EOP aggregated data from July 1, 2006, and June 30, 2007 to determine the number of applicants who identified the source of position information from the following publications: *Chronicle of Higher Education, Diverse Issues in Higher Education, Hispanic Outlook, Inside Higher Education*, and *Women in Higher Education*. A total of 4,557 data forms were returned to EOP during this period. Of these, 401 applicants reported learning of the position from the *Chronicle of Higher Education*, six cited *Diverse Issues in Higher Education*, and two cited *Inside Higher Education*. None reported learning of the position cited either *Hispanic Outlook* or *Women in Higher Education*. These numbers represent 8.9% of the completed data forms received during this time frame.

EOP provided data for the initial five publications chosen by the workgroup. Given the relatively low percentage of respondents who identified learning about a position from one of these publications, it is difficult to generalize a significant finding. The new electronic employment system, Jobs@U.Va., captures these data in the application process. This
demographic information will provide an efficient means in determining the most profitable advertising venues in future.

**University of New Mexico Model**

Susan Carkeek, Vice President for University Human Resources, shared her experience with combined advertising efforts at her former institution, the University of New Mexico. The University of New Mexico’s Human Resources department consistently purchased advertising space in the local paper to advertise multiple open positions.

Departments posting a position purchased several lines of space for their announcement, with funding paid directly to HR. The benefits of this program were two fold: 1) University departments were provided a cost effective means to post position announcements; and 2) HR gained a surplus of approximately $3000 which was utilized to purchase online subscriptions to websites such as Monster.com and/or Higheredjobs.com for further use by the University of New Mexico community.

**U.Va. Advertising Expenditures**

The Graystone Group provided extensive data on U.Va. recruitment advertising expenditures for print and online sources for 2006. The data were reviewed for trends, frequency of advertising venues, and cost differentials between online versus print advertising. Data provided by Graystone Group are representative of U.Va. departments utilizing their services. The data revealed in 2006, U.Va. academic departments, excluding the School of Medicine, posted 574 ads including display, in-column, or online posting for a total cost of $411,999. Of this total, 250 ads were display and in-column ads (print) at a cost of $309,896, and 324 ads were on-line postings totaling $102,103.

Graystone Group data demonstrate trends in recruitment advertising by source. For academic departments in 2006, excluding the School of Medicine, the top five publications with the highest expenditures included:

- Chronicle of Higher Education, 52 total ads placed for a cost of $52,091  
- Diverse Issues, 21 total ads placed at $23,634  
- Washington Post, 33 ads placed at a cost of $25,488  
- New York Times, 9 ads placed at a cost of $24,193  
- Richmond Times Dispatch, 19 ads placed at a cost of $21,773

The workgroup analyzed pricing by ad size utilizing Graystone’s data to determine cost savings for purchasing bulk advertising space. Information gathered regarding ad pricing by size and color (versus black and white) came from the Chronicle of Higher Education, Diverse Issues, Hispanic Outlook, and Women in Higher Education. Analysis revealed cost savings potential in purchasing bulk advertising space and black and white copy.

- Chronicle of Higher Education – Increasing the ad size from ¼ page black and white to ½ page saves $449 over two ¼ page ads purchased separately.
- Diverse Issues – Increasing the ¼ page black and white to ½ page saves $260 over two ¼ page ads purchased separately.
- Hispanic Outlook – Increasing the ad size from ½ page black and white to 1 page saves $85 over two ½ page ads purchased separately.
- Women in Higher Education – Increasing the ad size from ½ page black and white to 1 page saves $588 over two ½ page ads purchased separately.

**Needs Assessment**

The workgroup explored benefits of a University-wide needs assessment of faculty advertising, and considered surveying departmental HR representatives responsible for placing advertisements. Survey results provide critically needed information about current practices and the ways in which the University might better support department needs in effective faculty advertising. The workgroup was unable to conduct the needs assessment due to the lack of resources and time commitment.

**IV. Recommendations**

Recommendations stated below are expected to provide clarity about advertising resources to the University community. Departments identified with responsibilities were informed of these recommendations. These areas are expected to: 1) evaluate the feasibility; and 2) identify the next steps toward implementation. Additional recommendations are included for a future efforts seeking to further investigate combined advertising opportunities. It is suggested these recommendations be completed in order for a test pilot to be effective.

**Department Recommendations:**

- **Office of Equal Opportunity Programs:** Add to the “Faculty Recruitment Resources” website (http://www.virginia.edu/eop/resourcesFaculty.html) a brief explanation of the Graystone Group’s services and the Procurement agreement with the *Chronicle of Higher Education* to raise awareness of these services throughout the University.
- **University Human Resources:** Investigate the feasibility of securing consistent advertising space for the University in either the *Charlottesville Daily Progress* or other appropriate print publications similar to the effort engaged in at the University of New Mexico.
- **Procurement Services:** Negotiate cost saving agreements with the most frequently used publications (paper and electronic) by volume based on the data provided by the Graystone Group to include *Chronicle of Higher Education*, *Washington Post* and *Charlottesville Daily Progress*. The electronic applicant data stored in the new employment system, Jobs@U.Va, will aid in this effort.

**Future recommendations:**

- Based on research data provided by Graystone Group, schools should consider a combined advertising approach to maximize spending. For example, the College advertises separately a number of positions in the *Chronicle of Higher Education* which
could be combined and placed into one advertisement, resulting in greater visibility and cost savings.

- Conduct research on the effectiveness of current advertising efforts through a needs assessment.
- Collect information about schools/departments having memberships in organizations, consortiums and associations. The benefits of membership could be leveraged to further enhance combined advertising opportunities. Share the information on the EOP website for other departments to utilize.

V. Conclusion

The University needs a unified and cost effective process for advertising faculty positions. Research conducted by the workgroup led to recommendations that will aid in promoting broader and equitable access in position advertising. Some of these include: 1) secure a consistent advertising space in highly utilized publications to reduce costs for University departments; 2) research the effectiveness of current advertising efforts by conducting a needs assessment; and 3) explore associations with industry specific organizations to further enhance opportunities for combined advertising.

The primary research conducted by the workgroup pertained to printed publications; additional research on the effectiveness of electronic versus print advertising should be explored. A future workgroup should follow up on the action items and develop a pilot for the University with the intention of capturing cost savings.