

# Identifying, Recruiting, and Retaining Quality Faculty Through a Lense of Inclusive Excellence

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Institute for Chief Academic Officers with Chief Advancement  
and Chief Communication and Marketing Officers  
November 4-7, 2023 » Tampa Marriott Water Street Hotel



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## Presenters

**Leanne Neilson**, Provost and Vice President for Academic Affairs,  
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# The Journey to Community



WAGNER COLLEGE

California  
Lutheran  
University

# Wagner College

Located on Staten Island, New York

1933 students

1573 Traditional Undergraduates

340 Graduate Students

Professional Programs (Business,  
Education, Nursing, PA)

110 full time faculty

	A	B	C	D	E	F
<b>WAGNER COLLEGE</b>						
<b>Fall 2023 Registered Students</b>						
Professional Program	Undergraduate	2nd Degree	Graduate	Doctoral	Total	
Nursing	187	88	187	16	478	
Education	32	0	20	0	52	
Business	120	0	72	0	192	
Physician Assistant	136	12	31	0	179	

# California Lutheran University

- ❑ Located in Thousand Oaks, with 3 regional sites, and a Seminary in Berkeley
- ❑ 3400 students
  - ❑ 2300 Traditional Undergraduates
  - ❑ **100 Bachelor's Degree for Professionals**
  - ❑ 1000 Graduate Students
- ❑ 40 undergraduate majors, 14 master's degrees, 3 doctoral programs
- ❑ 185 full time faculty
- ❑ Designated as an HSI in 2016; Became a McNair institution in 2018

# Barriers to Diversifying Faculty

- ❑ People are drawn to others who are similar
- ❑ Biases, racism
- ❑ Processes that are uninviting to faculty of color
- ❑ Discomfort with change
- ❑ Lack of understanding the benefits of diversity
- ❑ Myths

# Table Discussion:

Has your institution articulated the benefits of hiring diverse faculty?

Is this explicitly discussed on your campus?

# Why We Need a Diverse Faculty

- ❑ Students of color see someone like them in authority
- ❑ White students see someone different from them in authority
- ❑ Mentors for diverse students
- ❑ Programs, curriculum, assignments are more diverse
- ❑ Guest speakers and campus events are more diverse
- ❑ We make better decisions with diversity

# Recruiting Myths

- ❑ It costs too much to hire faculty of color
- ❑ Faculty of color are inundated with offers
- ❑ There are no diverse candidates in my field
- ❑ Hiring diverse faculty will lower our quality
- ❑ **We're not going to hire any more White faculty**

# Recruitment Strategies

## Cal Lutheran

- ❑ Equity Advocate & Faculty of Color on every search committee
- ❑ Equity-minded Search Guidelines & Checklist
- ❑ Changes to ads, rubrics, campus visits
- ❑ Changes to Institutional Norms

## Wagner College

- ❑ Actively recruit all the time
- ❑ Have faculty pay close attention at conferences, read recently published dissertation abstracts in their fields, etc.
- ❑ Use guest lectures as an opportunity to introduce your campus and vet future colleagues
- ❑ Require diversity training, mandatory updates every few years

# Table Discussion:

What strategies are you using to onboard faculty?

# Visioning Onboarding at Your Institution

## *Retention*

### **Pre-Onboarding is a Procedure**

- Offer letters (salary, start-up funds, moving expenses, etc.)
- HR forms, background checks, H1B, Visa, etc.
- Welcome letters, with as much information as possible.
- Welcome phone call verify receipt of letter, who to meet and where, parking, etc.
- Day of arrival, computer, parking pass, ID, email, other security clearances, alert security, any other tools

### **Onboarding is a Process**

- Welcome
- **(Department, Provost Office, President's Office)**
- Transition
- Confluence
- Mentors
- Supports
- Connectors
- Climatology
  - Campus
  - City/Community

# Committee Charge

## *Vision, Mission, Culture*

### On Campus Meetings

- Faculty Mentor/Sponsor
- Faculty Connector
- Department/Division Leader
- Administrative Support
- Student Club Leaders
- Subject Librarian/Archivist
- Dean/Provost/President
- New Faculty Orientation Group
- Faculty/Staff Affinity Group
- Groups important to faculty member

### Off Campus Meetings

- Real Estate Agent/Apartment finders
- Chamber of Commerce
- Faith Group Leaders
- Social Clubs of Interest (List/Leaders)
- Humanities/Sciences Centers Museums
- Health Care Facility Liaisons

# Documents and Materials

- ❑ Strategic Plan
- ❑ Organizational Chart
- ❑ Faculty Handbook
- ❑ Employee Manual
- ❑ Faculty Evaluation Manual
- ❑ Departmental Norms
- ❑ Benefits

# Onboarding Guide

- Financial Commitment to Onboarding for Inclusive Excellence
  - Partnership with HR
  - Mission Statement for Onboarding
  - Vision for Onboarding
  - End of the Year Assessment
- 
- (KPIs that the faculty member is engaging with during the onboarding process culminating in an end of the first year assessment)
  - Assessment that Committee Leader or other members fill out during the process and at the end of the first year

# Building Community

- ❑ New Faculty Learning Community
- ❑ Affinity Groups
- ❑ Formal and Informal Mentoring
- ❑ Faculty Development (NCFDD)
- ❑ Faculty Office Location

# Q&A Session

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**Thank you  
for attending  
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