Identifying, Recruiting, and Retaining Quality Faculty Through a Lens 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
Presenters

Leanne Neilson, Provost and Vice President for Academic Affairs, California Lutheran University

Tarshia Stanley, Provost and Vice President for Academic Affairs, Wagner College

Chair

Sean Burke, Provost and Senior Vice President, Alma College
The Journey to Community
Wagner College

Located on Staten Island, New York

1933 students

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>1573</td>
<td>340</td>
</tr>
<tr>
<td>Traditional Undergraduates</td>
<td>Graduate Students</td>
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<tr>
<td>Professional Programs (Business, Education, Nursing, PA)</td>
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110 full time faculty

Fall 2023 Registered Students

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<tr>
<th>Professional Program</th>
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<th>2nd Degree</th>
<th>Graduate</th>
<th>Doctoral</th>
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<tr>
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<td>187</td>
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<td>478</td>
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<tr>
<td>Education</td>
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<td>20</td>
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<td>52</td>
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<tr>
<td>Business</td>
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<td>0</td>
<td>72</td>
<td>0</td>
<td>192</td>
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<tr>
<td>Physician Assistant</td>
<td>136</td>
<td>12</td>
<td>31</td>
<td>0</td>
<td>179</td>
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</table>
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
Thank you for attending this session!