Faculty Recruitment, Hiring, Promotion, Tenure and Retention

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Thinking About Decanal & Faculty Hires

- Disciplinary depth
- Institutional vision
- There's a cohesive link between each step:
  - Recruitment
  - Hiring
  - Promotion
  - Tenure
  - Retention

Incorporating DEI

- To reach our strategic goals, we need to:
  - See the connection between recruitment, hiring, promotion, tenure, and retention of a diverse faculty.
  - Understand where we are and how to reach our goals through our search priorities, hiring, and support of faculty.
  - Support of faculty is based clear expectations and an understanding of how to reach those expectations.
  - Inclusion and equity are foundational to retention.

Recruitment & Hiring

- Improving the diversity of the candidate pool depends on the networks and partnerships we have and those that we build.

- How we compose the position description so that minorities see themselves as having the specified qualifications is required.

- Where and how we advertise the position – we have to change our view that "if we build it, they will come".

- Show case the supportive programs and offices to help every faculty member be a success.

Overview of the Search Process

Preparing for a Successful Search

Resources for Search Committees

Describing the Position and Determining Candidate Qualifications

Recruitment Process

Selection Process

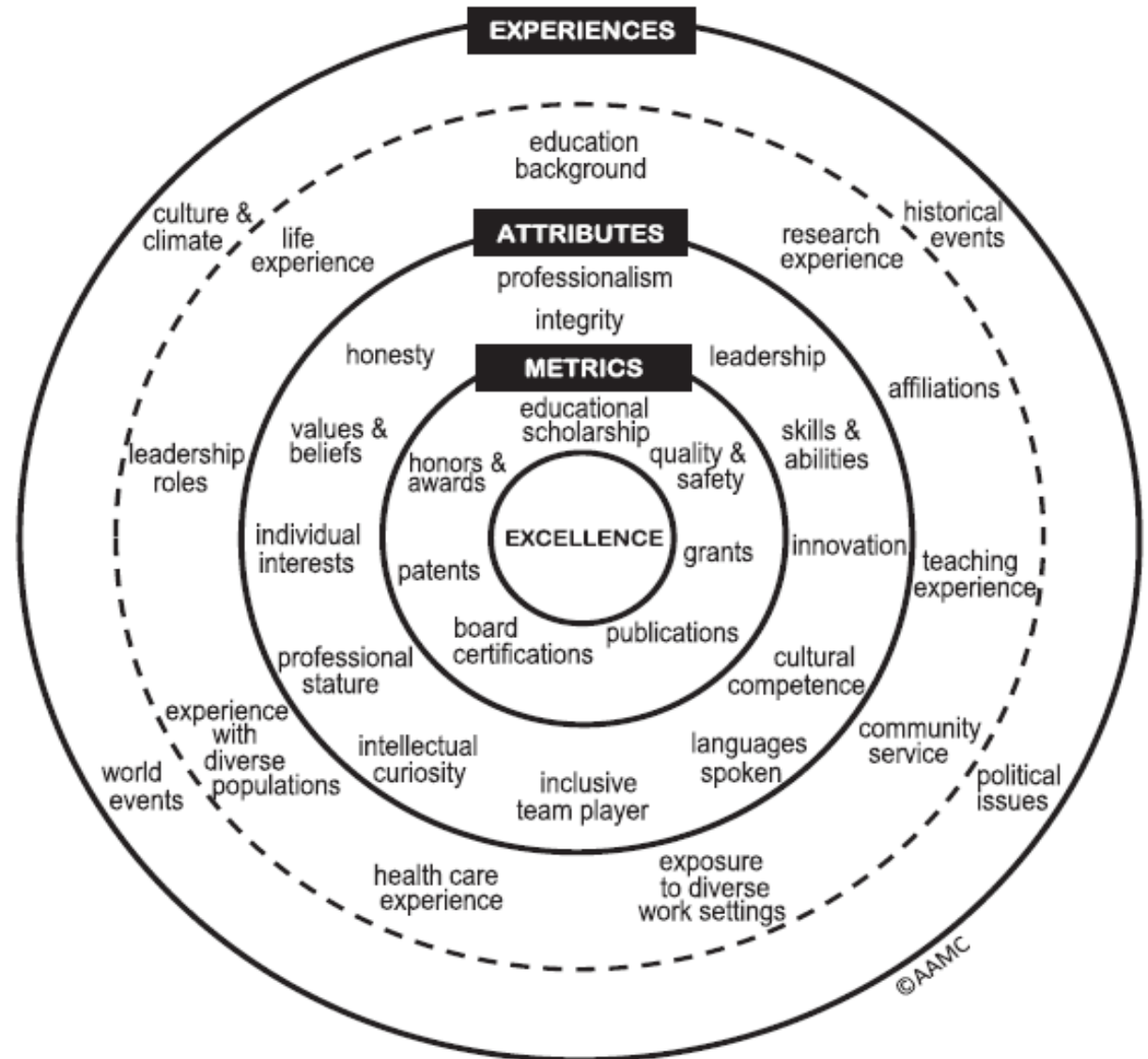Source: MSU Academic Hiring Manual, and Faculty Search Toolkit

What we Think About When we Begin a Search

- Establishing a diverse search committee
- Ensuring committee members understand the purpose and general process of the search, and their responsibilities
- The need to comply with MSU requirements, and federal and state laws
- Designating an "affirmative action advocate"

Embracing a Holistic Review: The E-A-M Model

The **Experiences-Attributes-Metrics** (**E-A-M Model)** is designed to create a qualified and richly diverse interview and selection pool with a focus on EXCELLENCE
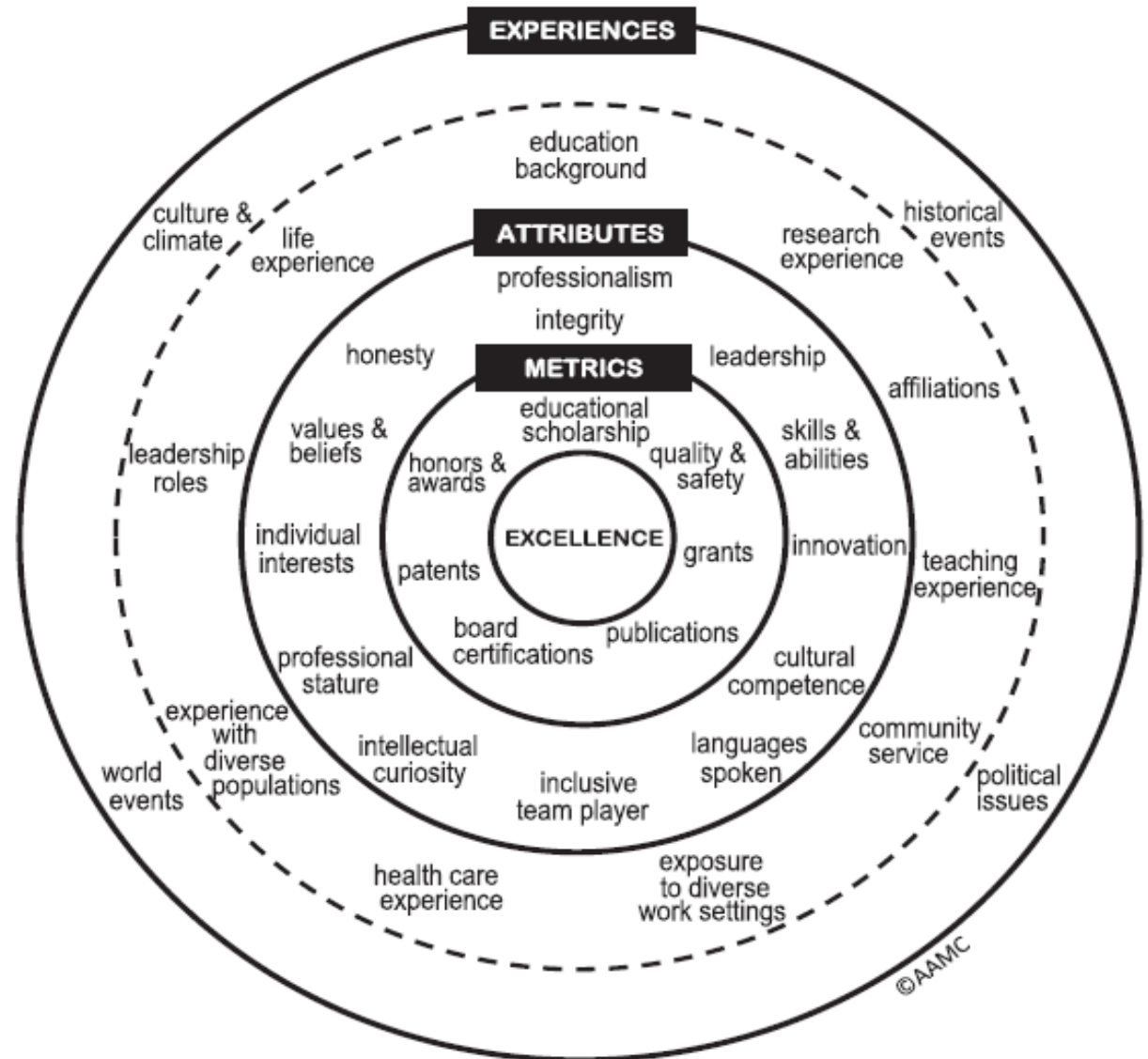
- **Experiences** – Culture and Climate, Historical Events, Political Issues, World Events, Educational Background, Research Experience, Affiliations, Teaching Experience, Community Service, Exposure to Diverse Work Settings

Reproduced with permission from *Roadmap to Excellence: Key Concepts for Evaluating the Impact of Medical School Holistic Admissions (AAMC, 2013)*

Embracing a Holistic Review: The E-A-M Model

The **E-A-M Model** is designed to create a qualified and richly diverse interview and selection pool with a focus on EXCELLENCE

- **Attributes** – Professional Integrity, Leadership, Skills and Abilities, Innovation, Cultural Competence, Languages Spoken, Inclusive Team Player

- **Metrics** – Educational Scholarship, Grants, Publications, Patents, Honors and Awards

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Advancing Inclusive Excellence at MSU

- 1855 Professorship Initiative
  - Reimagining the land grant mission for the future
  - Organization of relevant knowledge - driving responsive, research, teaching engagement
  - Signal to influence all other land grant institutions
- Funded Categories
  - Social and Environmental Justice
  - Minority Politics, Urban Journalism, Law and Democracy
  - Diversity and Data Science
  - Cultural Leadership and Practice
  - One Health

1855 Professorship Initiative

- Competitive Review
  - 76 impressive proposals
  - 13 professorships – represented by 9 primary colleges and 16 unique collaborative units
- Primary College Recipients
  - College of Agriculture & Natural Resources (CANR)
  - College of Natural Sciences (CNS)
  - College of Veterinary Medicine (CVM)
  - Residential College in the Arts & Humanities (RCAH)
  - College of Law (COL)
  - College of Social Science (CSS)
  - College of Communication Arts & Sciences (CAS)
  - College of Engineering (COE)
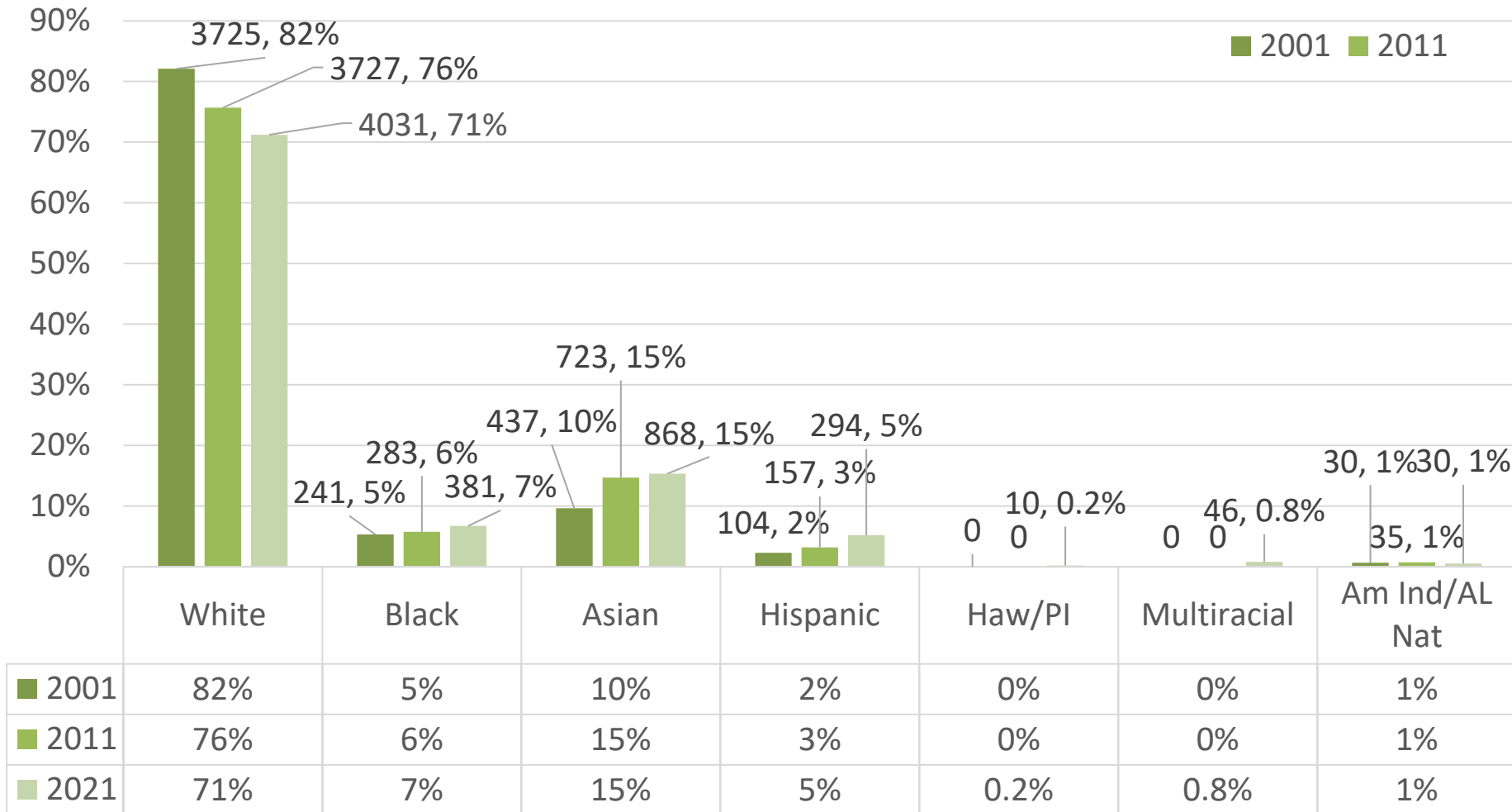 - College of Arts & Letters (CAL)

Strategic Plans Underpinning Faculty & Academic Staff Employment Activities

By investing in mentoring as well as professional, career and leadership development, we can make MSU a workplace of choice that supports an innovative, creative and diverse faculty and staff.

Strategic planning:

- MSU 2030
- Diversity, Equity & Inclusion
- Relationship Violence & Sexual Misconduct Plan

Composition of Faculty & Academic Staff: 2001/2011/2021
By Race & Ethnicity as % of Total Population

Total Faculty/Academic Staff (Headcount) by Year

Year	Headcount
2001	4,537
2011	4,925
2021	5,660

	White	Black	Asian	Hispanic	Haw/PI	Multiracial	Am Ind/AL Nat
2001	82%	5%	10%	2%	0%	0%	1%
2011	76%	6%	15%	3%	0%	0%	1%
2021	71%	7%	15%	5%	0.2%	0.8%	1%

Success of MSU's Faculty and Academic Staff is our Unit's Primary Goal

- The promotion and tenure/continuing processes are a reflection of a faculty/academic staff member's entire academic career at MSU

- Review toward progress is conducted annually

- The recognition that comes from being promoted through the academic ranks should be available to <u>all</u> whose performance warrants it

Reappointment, Promotion, and Tenure

- The quality of MSU is sustained through the dedicated and creative work of the faculty.

- Key Resource: <u>Faculty Guide for Reappointment, Promotion & Tenure</u>

- MSU hires outstanding people and has strong expectations

- MSU provides significant support because we want you to succeed

- As an example, in tenure reviews, our track record over the last 20 years:

  - 2/3 of cohort attained tenure

  - At final review stage, 90%+ receive tenure

Retention Promotes the Health and Success of MSU

- A top priority area

- Assessed using turnover rates of employee departure (includes resignations, layoffs, terminations, retirements, and even deaths)

- Exit interviews and discussions

Separation* Numbers

Need to create a more robust stay interview/exit interview program

Tenure System Faculty

	2021 - Separations		2020 - Separations		Comparison by % of Year Total
	#	% of Total	#	% of Total	
Minorities	23	22%	27	27%	-5%
White	82	78%	74	73%	5%
Total	105	100%	101	100%	-
Black	7	9%	3	3%	6%
Asian	10	12%	17	17%	-5%
Hispanic	6	7%	4	4%	3%

Fixed Term Faculty

	2021 - Separations		2020 - Separations		Comparison by % of Year Total
	#	% of Total	#	% of Total	
Minorities	20	27%	14	25%	2%
White	55	73%	43	75%	-2%
Total	75	100%	57	100%	-
Black	7	9%	4	7%	2%
Asian	10	13%	8	14%	-1%
Hispanic	2	3%	2	4%	-1%

*Non-retirement separations

Support for Faculty and Academic Staff

Faculty & Academic Staff Development: https://ofasd.msu.edu/

The Office of Faculty and Academic Staff Development (formerly the Academic Advancement Network) works with all faculty, academic staff, and academic administrators at Michigan State University as they join the university, establish professional trajectories, and move through various stages of review, promotion, and growth.

Thriving in the Tenure System I – for pre-tenure faculty   February 2nd 8:30-12:00

Thriving as an Academic Specialist   February 9th 8:30-12:00

Thriving as a Fixed Term Faculty   February 16th 8:30-12:00

Thriving in the Tenure System II for Associate faculty   February 23rd 8:30-12:00

Questions