

Faculty & Academic Staff Recruitment, Hiring, Promotion, Tenure and Retention

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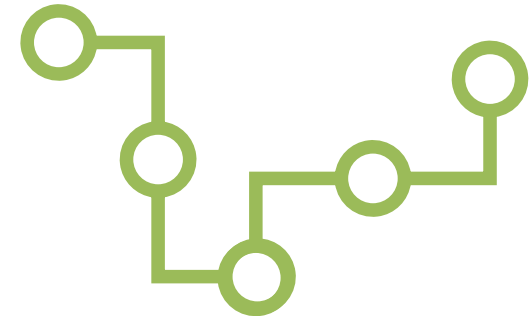
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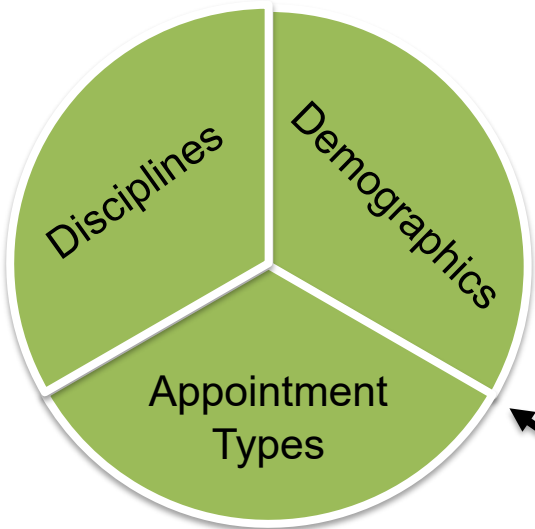
Why is attention to Faculty and Academic Staff Recruitment, Retention, and Advancement important?

- Investment in the faculty and academic staff and in the quality of the academic workplace:
 - Strengthens institution's capacity to achieve its mission, and advance excellence and effectiveness
 - Is among the most critical strategic choices of a university.

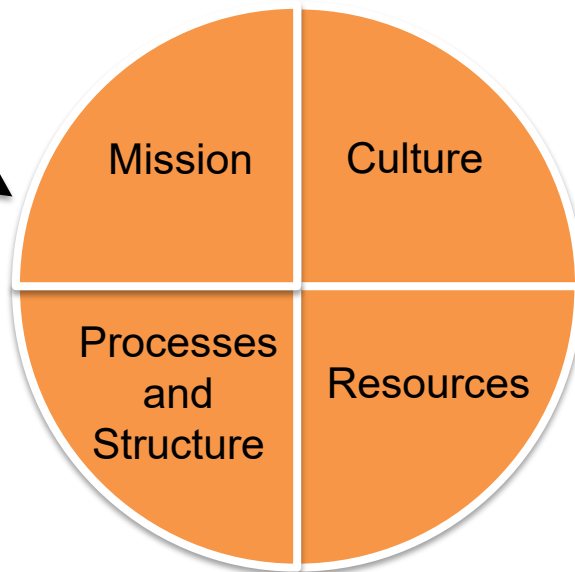


Academic Workforce and Workplace Framework

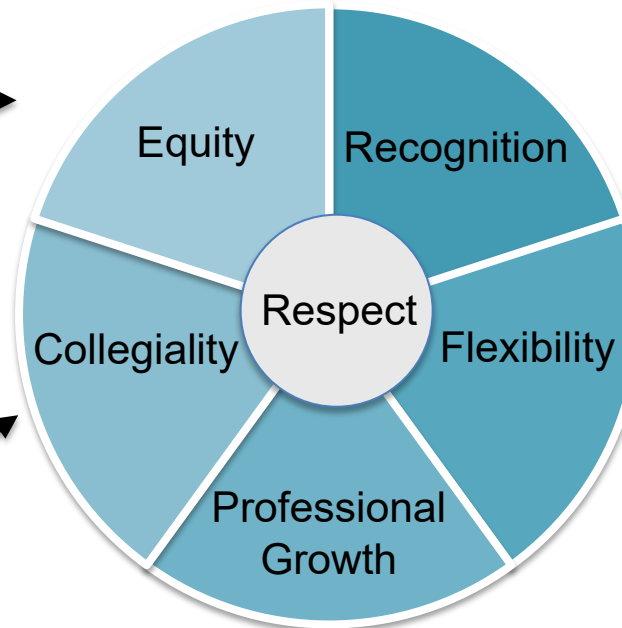
Faculty & Academic Staff



The University



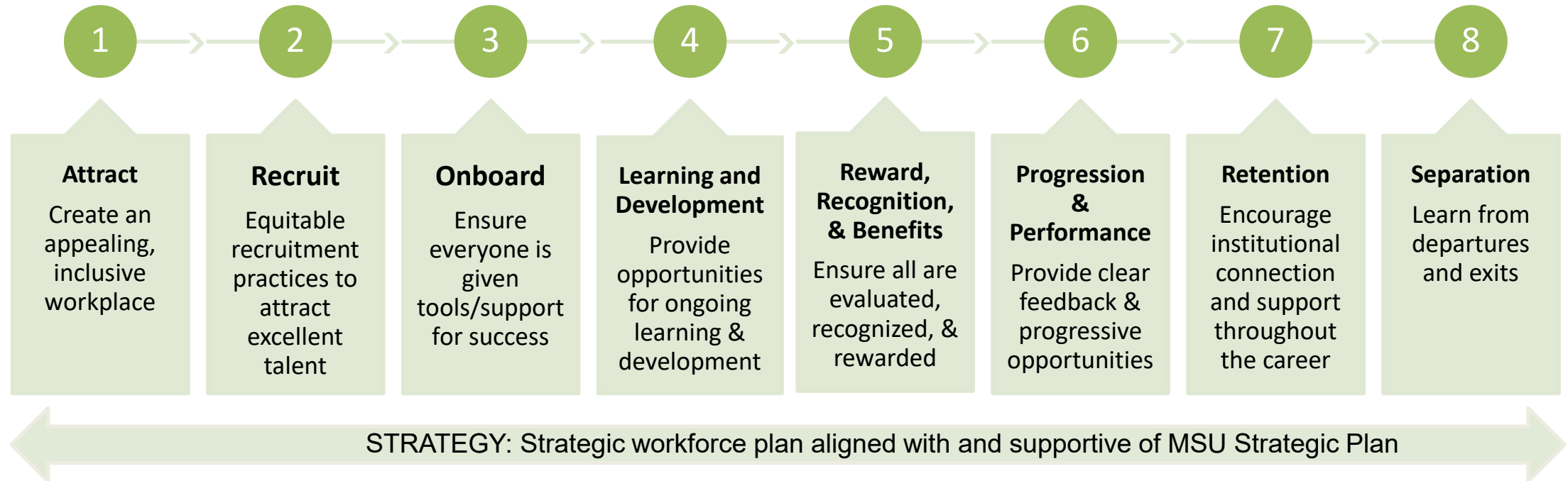
Essential Elements of Academic Work



Outcomes

- Satisfaction and Meaningfulness
- Organizational Commitment
- Recruitment and Retention
- Diversity
- Intellectual Contributions

Supporting Faculty & Academic Staff: An Employee Life Cycle Perspective



Promoting Diversity, Equity and Inclusion (DEI)

- To reach our strategic goals, we need to:
 - Recognize the connection between recruitment, hiring, promotion, tenure, and retention of a diverse faculty
 - Acknowledge where we are and the pathway toward reaching our search, hiring, faculty support goals
 - Communicate clear expectations and establish mutual understanding among faculty in support of their success
 - Understand that inclusion and equity are foundational to retention

Recruitment and Hiring

- Keys to Success
 - Establish a diverse and exemplary candidate pool by leveraging your networks and engaging in strategic partnerships
 - Compose a thoughtful position description using inclusive language that acknowledges multiple and intersecting identities of candidates
 - Determine where and how to advertise to reach the candidates you seek
 - Highlight personal and professional development opportunities within and beyond the hiring unit

Overview of the Search Process



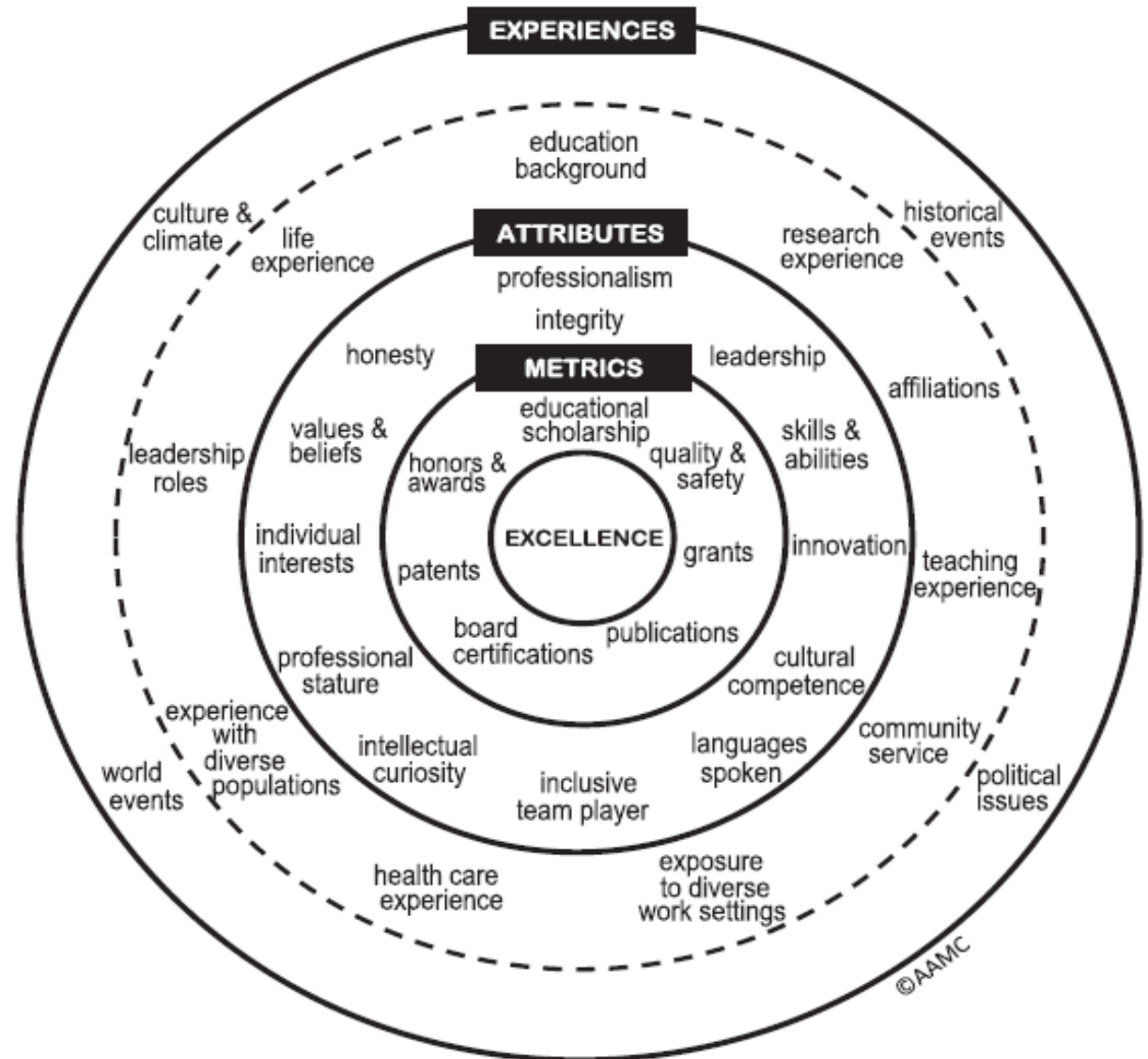
What We Think About When We Begin a Search

- Establishing a diverse search committee
- Ensuring committee members understand the purpose and general process of the search, and their responsibilities
- Complying with MSU search requirements, state and federal 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**

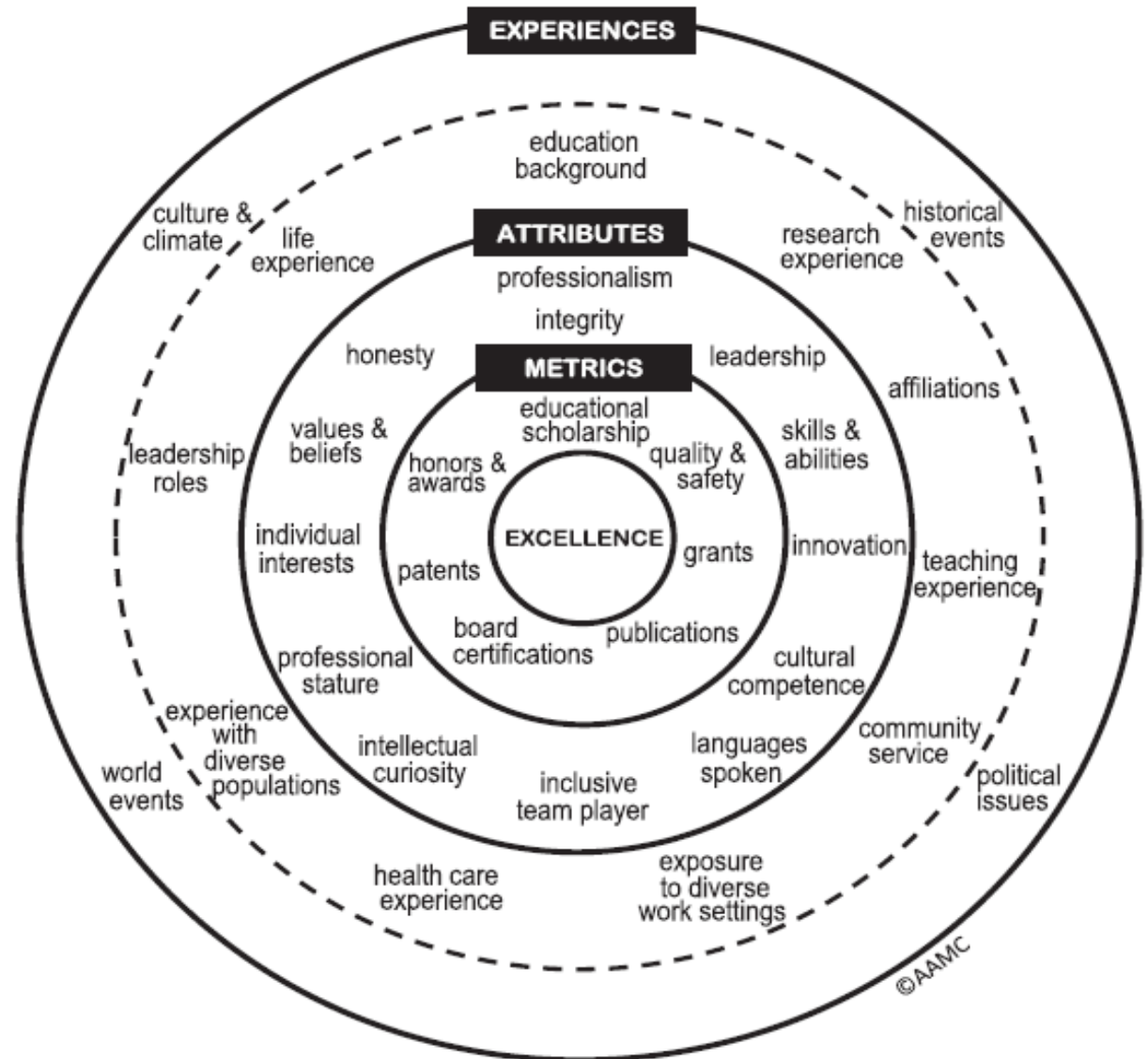
- **Experiences** – Culture and Climate, Historical Events, Political Issues, World Events, Educational Background, Research Experience, Affiliations, Teaching Experience, Community Service, Exposure to Diverse Work Settings



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



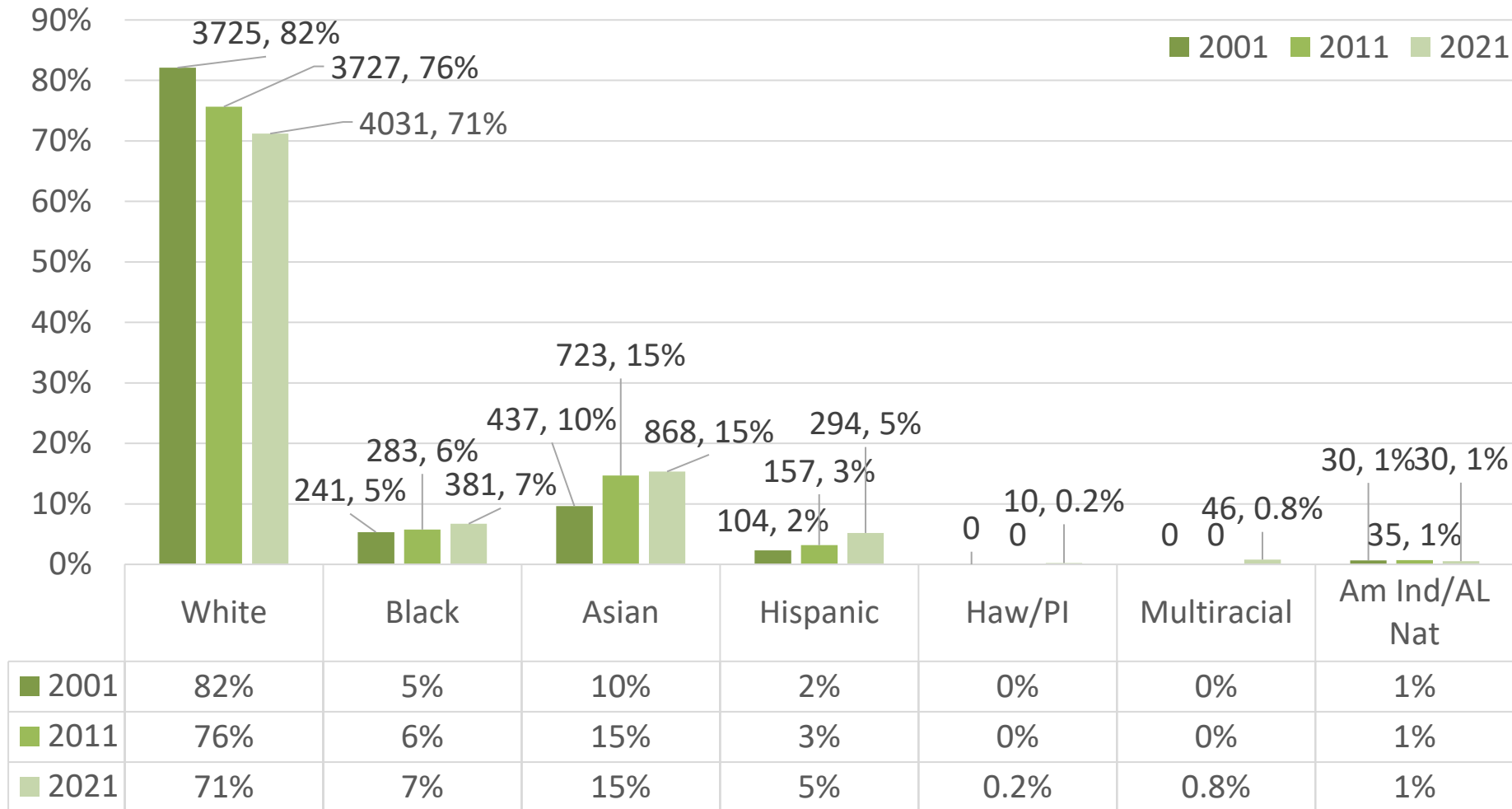
Advancing Inclusive Excellence at MSU

- 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)

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



Total Faculty/Academic Staff (Headcount) by Year

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

Supporting the Success of MSU's Faculty and Academic Staff: A Strategic Imperative

- The quality of MSU is sustained through the dedicated and creative work of the faculty.
- The Strategic Planning at MSU has resulted in three plans, each of which centers support for faculty and academic staff:
 - MSU 2030
 - Diversity, Equity & Inclusion
 - Relationship Violence & Sexual Misconduct Plan

Supporting the Success of Faculty & Academic Staff: Professional Growth Activities

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

Support from the Office of the Provost:

- Faculty and Academic Staff Affairs: <https://fasaffairs.msu.edu/>
- Faculty & Academic Staff Development: <https://ofasd.msu.edu/>



Support for Faculty and Academic Staff: Upcoming Opportunities

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

Thriving in the Tenure System I – for pre-tenure faculty	February 1 st , 2023: 9:00 a.m. – 12:30 p.m.
Thriving as an Academic Specialist	February 8 th , 2023: 9:00 a.m. – 12:30 p.m.
Thriving as a Fixed Term Faculty	February 15 th , 2023: 9:00 a.m. – 12:30 p.m.
Thriving in the Tenure System II for Associate Profs	February 22 nd , 2023: 9:00 a.m. – 12:30 p.m.

Supporting Faculty and Academic Staff through Reappointment, Promotion, and Tenure

- Recognition of one's work is an essential ingredient of meaningful academic work—
 - Opportunities for advancement should be available to all
- Review toward progress is conducted annually
- MSU hires outstanding people and has strong expectations
 - MSU provides significant support because we want FAS to succeed
 - Example: in tenure reviews over the last 20 years:
 - 2/3 of original entering cohort attained tenure
 - At final review stage, 90%+ receive tenure
- Key Resource: [Faculty Guide for Reappointment, Promotion & Tenure](#)

Supporting Faculty and Academic Staff: Retention as an Ongoing Effort

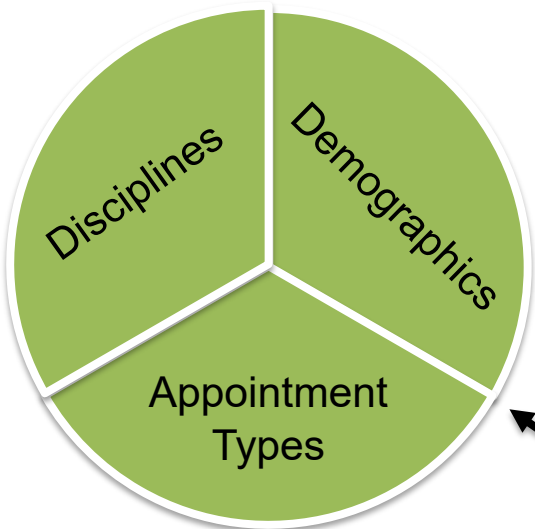
- A top priority area—relates to MSU's well-being and excellence
- Assessed using turnover rates of employee departure (includes resignations, layoffs, terminations, retirements, and even deaths)
- Exit interviews and discussions provide data
- Efforts to retain should occur across the career period

Supporting Faculty and Academic Staff: Later Career Stage and Transition to Retirement

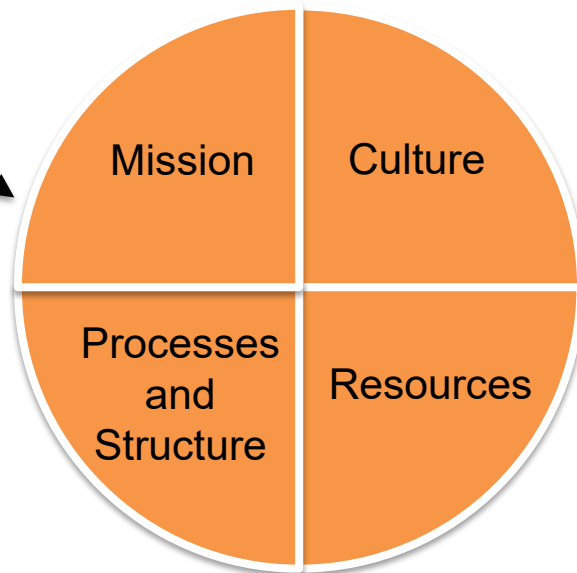
- Later Career Stage and Retirement:
 - A stage of career life to be addressed and supported
 - Important to provide scaffolding to support planning for later career years and entrance into retirement
 - Emeritum Policy is one policy strategy to recognize faculty progression into this stage

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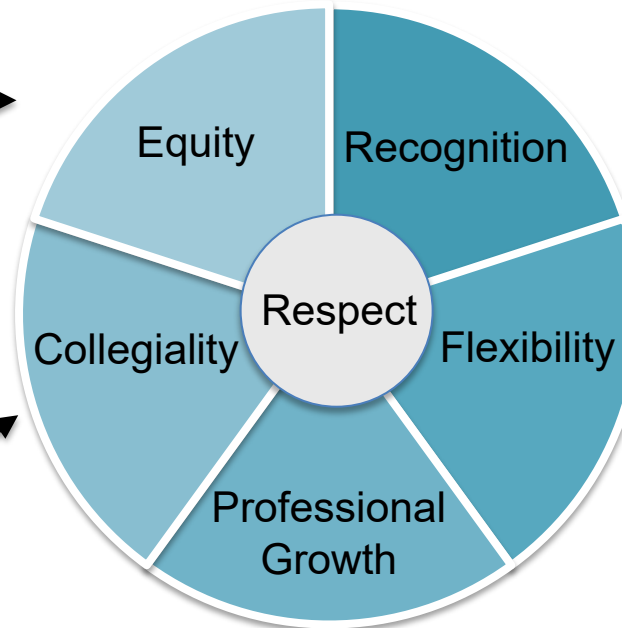
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Questions