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

Thomas D. Jeitschko, Ph.D.
Interim Provost and Executive Vice President for Academic Affairs Designee

Jabbar R. Bennett, Ph.D.
Vice President and Chief Diversity Officer

Ann E. Austin, Ph.D.
Interim Associate Provost and Associate Vice President for Faculty and Academic Staff Affairs

Kara Yermak, MHRLR
Director - Office for Faculty and Academic Staff Affairs
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
- Disciplines
- Demographics
- Appointment Types

The University
- Mission
- Culture
- Processes and Structure
- Resources

Essential Elements of Academic Work
- Equity
- Recognition
- Respect
- Collegiality
- Flexibility
- Professional Growth

Outcomes
- Satisfaction and Meaningfulness
- Organizational Commitment
- Recruitment and Retention
- Diversity
- Intellectual Contributions
Supporting Faculty & Academic Staff: An Employee Life Cycle Perspective

1. **Attract**
   - Create an appealing, inclusive workplace

2. **Recruit**
   - Equitable recruitment practices to attract excellent talent

3. **Onboard**
   - Ensure everyone is given tools/support for success

4. **Learning and Development**
   - Provide opportunities for ongoing learning & development

5. **Reward, Recognition, & Benefits**
   - Ensure all are evaluated, recognized, & rewarded

6. **Progression & Performance**
   - Provide clear feedback & progressive opportunities

7. **Retention**
   - Encourage institutional connection and support throughout the career

8. **Separation**
   - Learn from departures and exits

**STRATEGY:** Strategic workforce plan aligned with and supportive of MSU Strategic Plan
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

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
- 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

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

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

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2011</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>82%</td>
<td>76%</td>
<td>71%</td>
</tr>
<tr>
<td>Black</td>
<td>5%</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>Asian</td>
<td>10%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>2%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Haw/PI</td>
<td>0%</td>
<td>0%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>0%</td>
<td>0%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Am Ind/AL Nat</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

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/](https://ofasd.msu.edu/)

- **Thriving in the Tenure System I – for pre-tenure faculty**
  - February 1st, 2023: 9:00 a.m. – 12:30 p.m.

- **Thriving as an Academic Specialist**
  - February 8th, 2023: 9:00 a.m. – 12:30 p.m.

- **Thriving as a Fixed Term Faculty**
  - February 15th, 2023: 9:00 a.m. – 12:30 p.m.

- **Thriving in the Tenure System II for Associate Profs**
  - February 22nd, 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
The University

- Discipline
- Demographics
- Appointment Types

Faculty & Academic Staff

- Mission
- Culture
- Processes and Structure
- Resources

Essential Elements of Academic Work

- Equity
- Recognition
- Respect
- Flexibility
- Collegiality
- Professional Growth

Outcomes

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