

Best Practices Dialogue: Faculty Recruitment and Retention

*University of New Mexico
Office of Institutional Diversity*

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Outline of Today's Dialogue

- **Setting the Context for Current Strategy**
- **A Snapshot of Some Current Efforts**
 - **The Faculty Search Process at UNM**
 - **Office of Equal Opportunity**
 - **Some Best Practices at UNM**
- **Future Directions:**
 - **The UNM Diversity Plan**
 - **The Diversity Action Report Card**
 - **The Diversity Champion Model**
 - **Audience Participation on Best Practices**

What's *Driving the Emphasis on* Diversity?

- The drive to enrich students' educational experiences
- Legal and political dynamics nationwide
- Our statewide and university demographics
- The need to prepare students to meet the complex demands of a global, pluralistic, multicultural society and workforce
- Recognition of UNM's unique position as the flagship institution in a minority-majority state
- The need to strengthen our economy by addressing persistent social inequities
- The need to strengthen our communities and the workplace

Diversity as Integral to Excellence

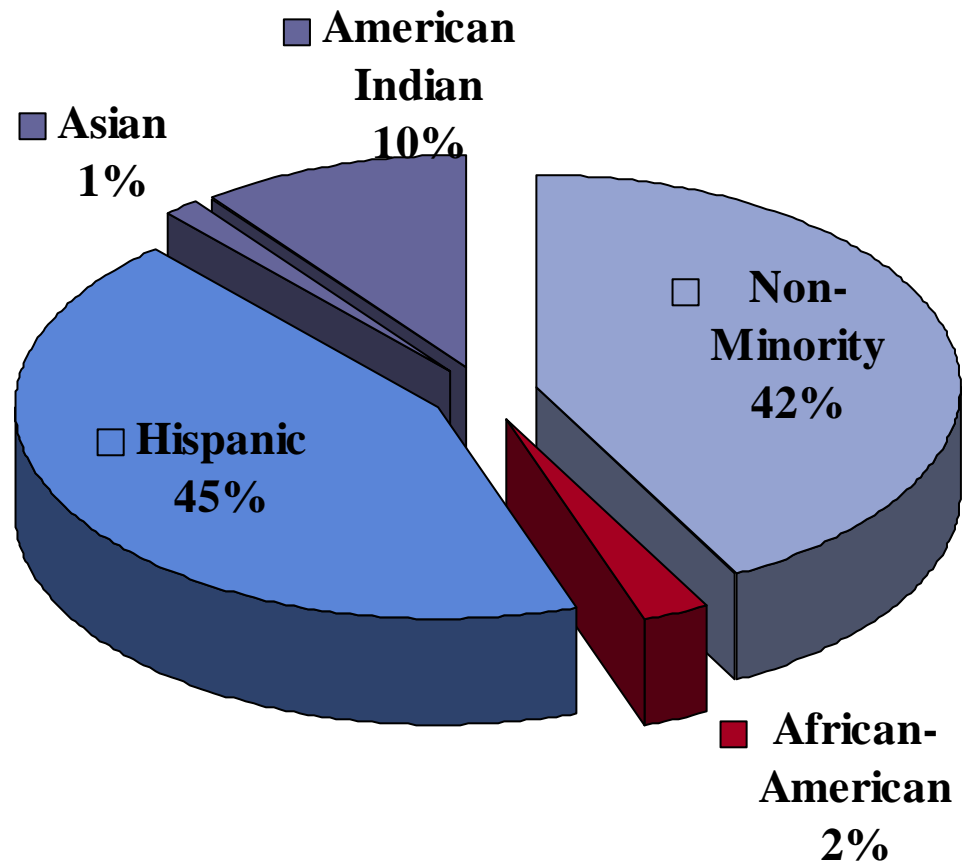
- In terms of Mission: We must commit to educating students to function and thrive in a pluralistic and global society.
- In terms of Scholarship: We must promote new scholarship that engages issues of diversity
- In terms of Viability: To have community credibility, we need diversity at all levels.

President's Strategic Plan for FY 07-08

Goal 4: Diversity of Leadership, Faculty and Staff

Develop and execute a plan to ensure that UNM is able to recruit and retain diverse and talented leaders, **faculty, staff and students that reflect the diversity of the State of New Mexico.**

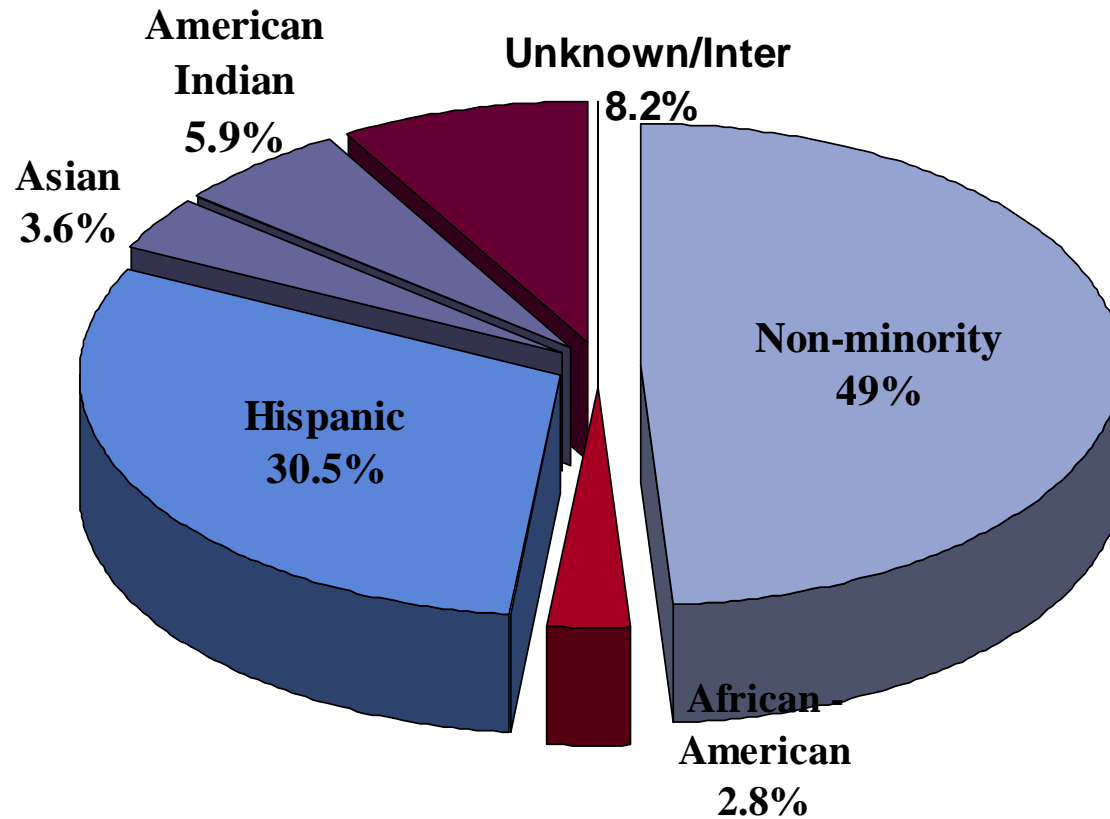
State of New Mexico Demographics



Total population - 1.9 million (U.S. Census Bureau 2005 population estimates)

UNM *Student Demographics

Main Campus



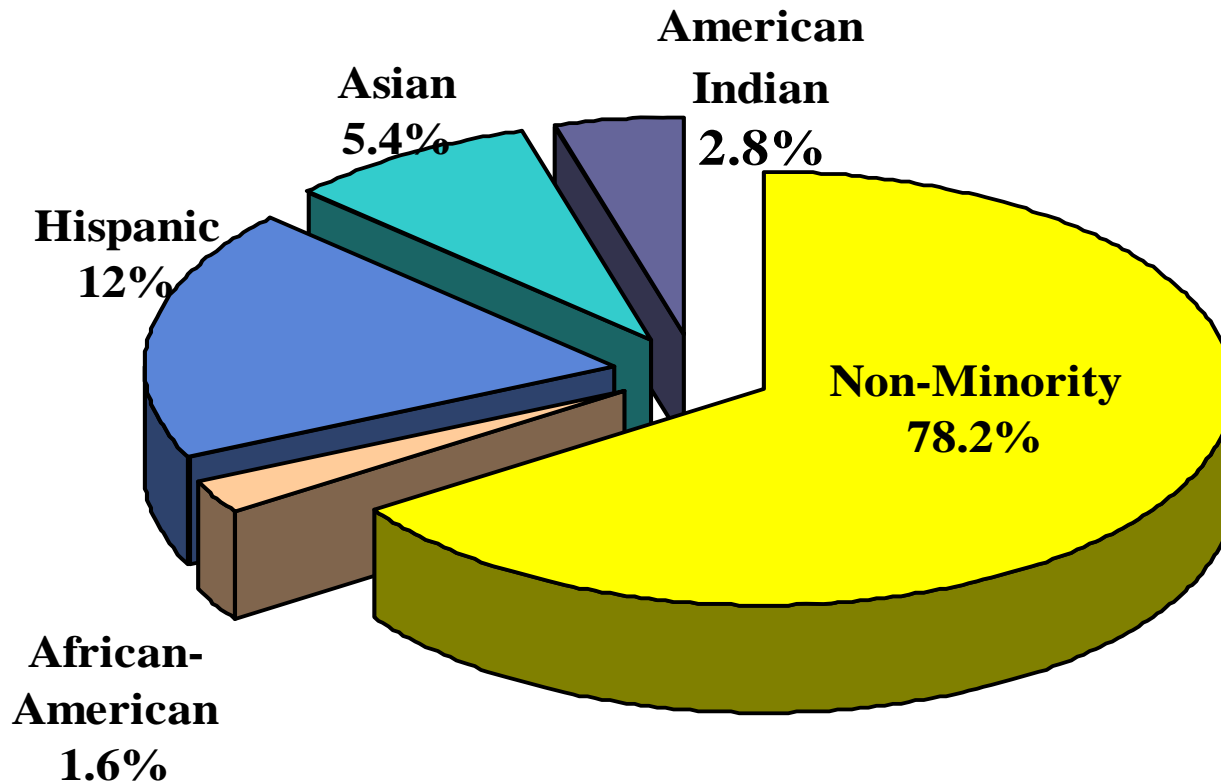
Total population - 25,817 (*Fall 2006, full/part-time, all levels-undergraduate, graduate, professional schools- does not include UNM Branch Campuses)

Baseline 2007: Improvement Needed

	<i>AAU</i>	<i>UNM Overall</i>	<i>American Indian</i>	<i>Hispanic</i>	<i>African American</i>
<i>Freshman Retention</i>	89%	76.6%	66.3%	76.8%	74.8%
<i>Graduation Rates (6 yr)</i>	71%	44%	21.2%	39.9%	29.6%

UNM Workforce Representation

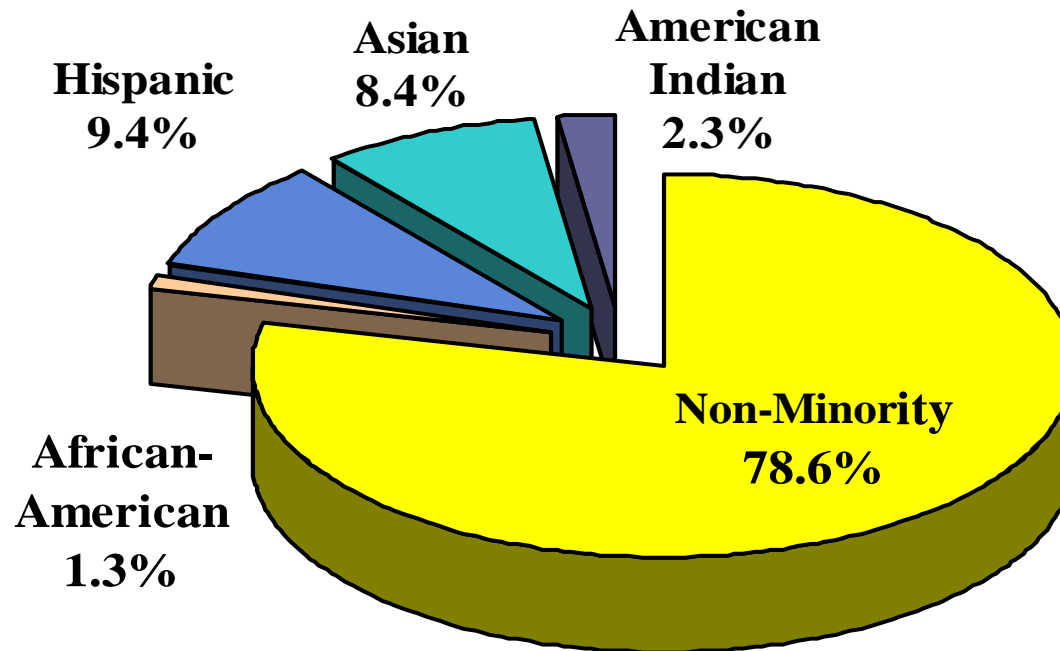
Total* Faculty Diversity



Total # of Faculty Employees - 3,019 (*Tenure/Tenure Track/Research/Clinician Educators/non-Tenure/Temporary)

UNM Workforce Representation

Regular* Faculty Diversity



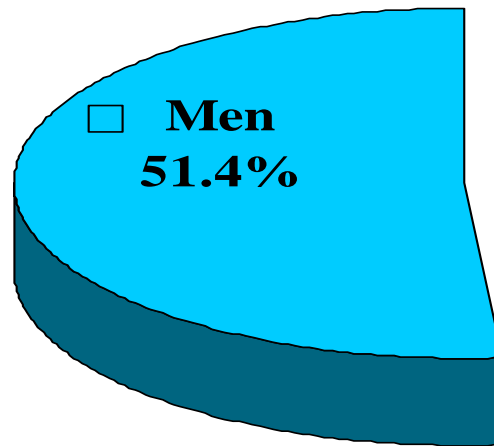
Total # of Faculty Employees- 1,587 (*Tenure/Tenure/Track/Research/Clinician Educators only)

UNM Workforce Representation

Gender - Total* Faculty

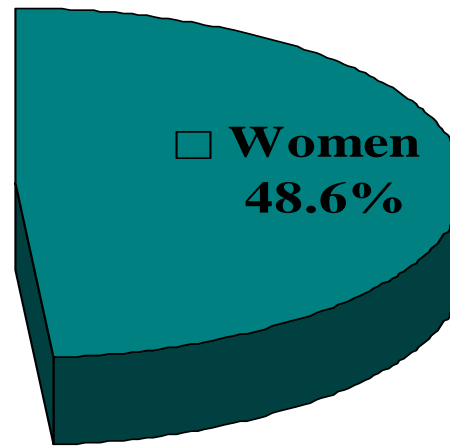
Minority-
10.4%

Non-
minority-
89.6%



Minority-
11.4%

Non-
minority-
88.6%



Total # of Faculty Employees - 3,019

(*Tenure/Tenure Track/Research/Clinician Educators/non-Tenure/Temporary)

Issues Nationwide for Minority and Women Faculty Recruitment and Retention

- Pathway issues exist, resulting in “supply” gaps of minority and women faculty
- Myths of “high demand” for minorities quell aggressive searches
- Minorities face greater likelihood to hold lower academic ranks and work at less prestigious institutions
- Limited mentorships and guidance are available to women and minorities. There are fewer opportunities to lead and influence.
- Retention issues are reportedly greater for women and minorities than white men – a “leaky pipeline”
- Plans, strategies and financial commitments often lag
- *Are we familiar with our own facts pertaining to faculty recruitment and retention at UNM? What do our numbers say about each school and college? Is our climate welcoming to faculty in general and minority faculty specifically?*

Some Examples of Practices from Other Universities:

- Create departmental mission to improve, promote and support diversity within the unit
- Enhance mentorship opportunities for tenure-track faculty and/or New faculty
- All faculty complete regular surveys to identify areas of need
- All employees are expected to attend diversity programs
- Create diversity website to provide easy access to faculty searches, course development and instruction, professional development opportunities
- Determine why diverse candidates decline offers

Other universities, continued...

- Develop a “grow your own” program
- Special hires, cluster hires, spousal hires, other search process modifications
- Develop a system of incentives to reward administrators and departments for increased hiring and promotion of women and minority faculty, staff and administrators.
- Rotate membership annually on Diversity Committees to make sure all have a chance to serve
- Develop family friendly policies and facilities

UNM Processes

- The Faculty Search Process at UNM
 - Dr. Richard Holder
Deputy Provost, Academic Affairs
- Role of the Office of Equal Opportunity
 - Mr. Art Gonzales, Director
Office of Equal Opportunity

Role of the Office of Equal Opportunity

- ❖ Review hiring to ensure that we comply with laws and regulations of federal and state agencies and promote the practice of the true spirit of affirmative action and equal employment opportunity.
- ❖ Review and investigate claims of discrimination in employment from applicants, students, faculty, and staff.

Diversity and the University of New Mexico

- Not about hiring quotas, or showing preference to particular groups
- Rather it is about allowing for the best use of our talent and removing barriers, providing equal access, and equal opportunity
- Targeted recruitment is legal and desirable; hiring preference are not.

UNM Hiring

Requirements/Commitments:

- ❖ Identify Diverse Search Committee (must have 1 female and 1 minority) and must be made up of at least **3** individuals.
- ❖ Search Committee should also reflect an adequate representation of interests such as Department faculty, staff, or students
- ❖ Recruitment period must be at least **15** calendar days.
- ❖ Identify Recruitment Method: at least one (1) national resource recruitment or publication resource and/or website.

Recruitment Methods Cont'd

- ❖ Placement Goals must be identified and assessed utilizing the University's most current Affirmative Action Plan.
- ❖ Department must maintain documentation of recruitment resources, including targeted recruitment.
- ❖ Faculty should represent the availability of qualified candidates

Search Committee and Advertisement

- Consider diversity from the beginning
- Cast a wide net, with a broad description
 - More women and under-represented groups in the pool means greater likelihood of hiring

Generating the Applicant Pool

- ❖ Recruiting Sources Available at:
 - ❖ http://www.unm.edu/~oeounm/recruitment_resources/index.htm
- ❖ Be proactive- have search committee members and other call up potential applicants and invite them to apply

Interviews

- Make sure everyone- search committee, faculty, graduate students- knows about appropriate and inappropriate questions
- Ask all candidates similar questions
- Make information about family-friendly policies available to all candidates

UNM Colleges and Schools: Best Practices for Diverse Faculty Recruitment

- Create and champion clear leadership commitment to diversity, equity and inclusion
- Champion and conduct ACTIVE searches!
- Know the statistics of your college and set clear goals for diversity (not quotas). Understand legal constraints.
- Understand and plan for demand (succession planning in advance when possible)
- Know the internal and external pipelines and how to “work these”
- Develop equitable, fair and welcoming position descriptions
- Assign a champion to recruit and market the position
- Gain commitment from the search committees to diversify the pool and promote the position.
- Create a welcoming environment for all candidates
- Develop funding streams and set-asides when possible

UNM Colleges and Schools: Best Practices for Diverse Faculty Retention

- Leadership should collect data on what attracts and keeps faculty at UNM and why faculty leave. Understand and act on the data.
- Champion campus climate surveys when appropriate.
- Review salary, benefits and tenure data for equity. Make adjustments as needed.
- Champion mentorship and leadership development programs and opportunities
- Position within the larger UNM framework of diversity planning and implementation

Accountability Measures from the UNM 3-Year Diversity Plan

- **Goal 1: Build Minority Student Success in Undergraduate and Graduate Programs**
- **Goal 2: Recruitment and Retention of Minority and Women Faculty**
- **Goal 3: Faculty Development to Support Diversity, Equity and Inclusion**
- **Goal 4: Diversity and Inclusion Development for Staff and Students**
- **Goal 5: Leadership and Management Development**
- **Goal 6: Promote a Healthy Campus Climate**
- **Goals 7-8: Pertaining to Sustainability and Communications**

The Diversity Report Card is an Accountability Document

Key Components:

1. **Student Diversity** (Ethnicity and Gender)
 - a. Retention Rates
 - b. Graduation Rates
2. **Faculty Diversity** (Ethnicity and Gender)
3. **Staff Diversity:** towards achievement of Affirmative Action Placement Goals for Underrepresented Staff positions
4. **Executive Staff Position Diversity** (Ethnicity and Gender):
VP's, Deans, and Branch CEO's and CAO's

Example of a Reporting Element

Minority Faculty Representation (tenure and tenure track)

Baseline 2007	<u>Goal'09</u>	<u>Goal '10</u>	<u>Goal '11</u>
<u>Minorities</u> 17%	19%	21%	23%
<u>Women</u> 38%	40%	42%	44%

Increases will either be reflected in terms of **hiring rates** or **overall numbers**.

Summary of the Diversity Action Report Card

- Designed to strengthen planning, accountability, progress and reporting toward the University-wide Diversity Plan
- Unit-by-unit as well as university-wide reporting will be included, beginning in FY 08-09.
- Builds in transparency and data-driven decision making
- Ties in with Diversity Champion Model, a best-practices forum with university-wide representation, headed by the VP for Institutional Equity and Inclusion

UNM Diversity Plan: Goal 2

Recruitment and Retention of Minority and Women Faculty

- Develop and provide a “Tool Kit” for search committees
- Provide funds for minority faculty hiring and retention
- Provide individualized search support and resources
- Develop and provide guidelines and support for equity funds and other retention incentives
- Administer a faculty survey, to strengthen planning efforts for retention

The Proposed Diversity Champion Model at UNM

- This model will seek to develop a campus-wide community to develop, champion, share and reward best practices in diversity efforts, and to plan for future diversity goals.
- With representatives from each college and school of the university, the Diversity Champions will work to create tailored strategies for their units toward the actions and accountabilities established in the UNM Diversity Plan and the Diversity Report Card.

Discussion: Recommendations and Other Best Practices?
