

# Recruiting & Retaining Talented & Diverse Faculty: It's all about community!



# Thank You!

Western  
Academic  
Leadership  
Forum



Western Alliance of  
Community College  
Academic Leaders



Moderator: Paul Turman  
System Vice President for  
Academic Affairs  
South Dakota Board of Regents



# Presenter: Who am I?

Nancy Aebersold, *Founder & Executive Director*  
Higher Education Recruitment Consortium (HERC)

Founder and Executive Director of HERC, a collaboration of over 700 U.S. colleges, universities, teaching hospitals, labs, government agencies, and organizations with a related mission.

Members work together to recruit and retain the most talented and diverse faculty, staff and administrators and address dual-career hiring issues.



# How do I know what best practices campuses are using?



My role with HERC gives me insights into some of the most innovative approaches our members are using to recruit and retain the most talented and diverse faculty.

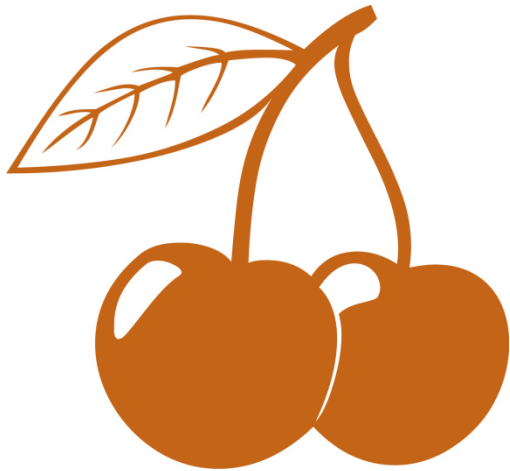
# Presentation Overview

- Shared Challenges to Recruiting and Retaining the most Talented and Diverse Faculty
- Innovative Strategies to Addressing Shared Challenges through Community
- Opportunities for Q & A throughout Session

# Shared Challenges

1. Inviting Diversity & Excellence to Rural Campuses and/or Predominantly White Regions
2. Providing Dual-Career Support to Prospective Faculty Member Partners

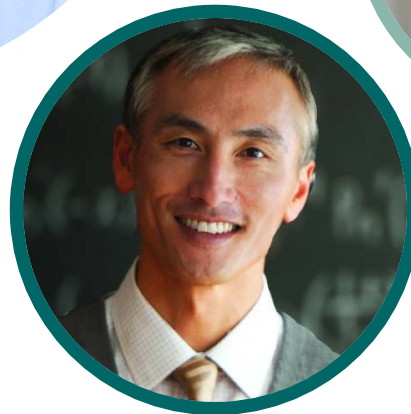
# I went cherry picking...



...to find some of the most innovative approaches to addressing these shared challenges.



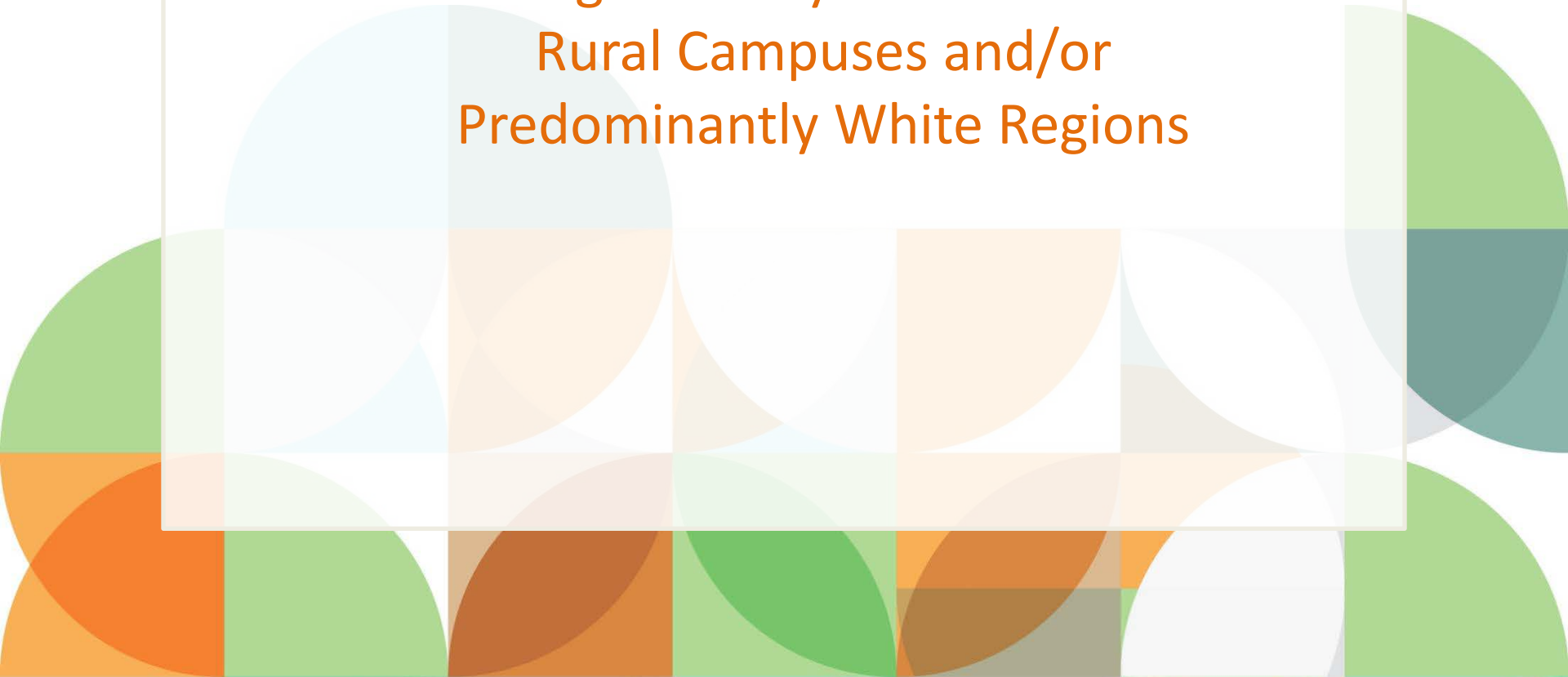
What did I find?  
It's all about community!






# Shared Challenge #1


Inviting Diversity & Excellence to  
Rural Campuses and/or  
Predominantly White Regions





How many of you are at  
campuses in a rural  
setting?

What are a few of your top  
faculty recruitment and  
retention challenges based  
on the rurality of your  
location?



How many of you are  
at campuses in  
predominantly white  
regions?

What are a few of your top  
faculty recruitment and  
retention challenges based  
on the demographics of  
your location?



# Strategy #1

## Welcoming Community Resources



# What is it?

## Welcoming Community Resources

A volunteer program of faculty/staff members from traditionally underrepresented groups willing to be contacted to share their experiences on campus and the surrounding community with candidates for tenure track positions.

Part of a *Diversity is Everyone's Responsibility*, program to attract and have the serious interest of well-qualified candidates from groups traditionally underrepresented in their fields for our faculty positions.

# What is it?



## Welcoming Community Resources

Volunteers sought for people who are willing to speak about their experiences and who are:

- African American
- Alaska Native
- Asian American
- Disabled
- LGBTQ
- International
- Latino/a or Hispanic
- Native American
- Non-Lutheran Christian
- Non-Christian
- Secular
- Veteran
- Underrepresented gender (e.g., men in nursing, women in sciences)
- First generation college students

# Why do it?



## Welcoming Community Resources

- Cost effective program
- A proactive way to address rurality and/or predominantly white regions
- Provides an immediate connection/community link to prospective faculty members and their families that is useful during the interview and offer process and also once the new faculty member joins the campus and community at large



# Who's doing it?



Welcoming  
Community  
Resources



Program Champion:  
Paula L. O'Loughlin  
Associate Provost and Dean of Arts & Humanities  
Upper Midwest HERC Board Member

# Where can you learn more?

## Welcoming Community Resources

We need your help. As part of *Diversity is Everyone's Responsibility*, our program to attract and have the serious interest of well-qualified candidates from groups traditionally underrepresented in their fields for our faculty positions, we are looking for faculty/staff volunteers. More specifically, we need people from underrepresented groups who are willing to be contacted to share their experiences of Gustavus and the surrounding community.

As part of the materials sent prior to their visit to Gustavus, all tenure-track candidates will receive contact information for resource people who are willing to share their experiences of being members of an underrepresented group on campus. We are calling this a "Welcoming Community Resource List." We need people who are willing to speak about their experiences and who are:

- African American
- Alaska Native
- Asian American
- Disabled
- GLBT
- International
- Latino/a or Hispanic
- Native American
- Non-Lutheran Christian
- Non-Christian
- Secular
- Veteran
- Underrepresented gender (e.g., men in nursing, women in sciences)
- First generation college students
- Other (Think there is something you can contribute that doesn't fit into the "standard" categories, please let us know!)


If you can speak to candidates as part of one of these communities, would you be willing to be a resource person? If so, contact Shanon Nowell ([snowell@gustavus.edu](mailto:snowell@gustavus.edu) or x7541) by 19 October 2015; please indicate your willingness to serve and let her know which group(s) you represent.

Ideally, there will be more than one resource person for each under-represented group and candidates will be encouraged to speak with any and all resource people to get the fullest picture possible. People who are not members of underrepresented groups may be in touch simply because they want to gauge/assess the campus climate and culture of inclusivity. We expect that you would be frank, honest, and thoughtful in your comments. The contacts might be through email or while candidates are on campus, depending on what works for candidates and resource people.

—  
Office of the Provost  
Gustavus Adolphus College  
800 West College Avenue  
Saint Peter, MN 56082

Download the documents to launch a program on your campus [here](#).





# Strategy #2

## Fostering Academic Community

# What is it?



## Fostering Academic Community

The challenge of isolation is most profound in regions lacking diversity in their communities.

Campuses can unite to address this challenge by supporting the creation of social and professional connections.



## Fostering Academic Community

# What is it?

With only 5% of the population Hispanic or Latina/o it was challenging for institutions in Northeast Ohio to develop strong on-campus communities, provide support, and offer mentoring for Latina/o faculty and staff.

In 2015, the Latino Alliance of Northeastern Ohio (LANO) was formed by HERC member institutions interested in combining efforts and resources.



## Fostering Academic Community

# What is it?

Two events to date:

- First, an informal networking reception was held for Latina/o faculty and staff to learn how they might want to address issues of community, recruitment and retention.
- Second, an all-day writing retreat was held to support scholarship and professional collaboration.



# Why do it?



## Fostering Academic Community

Creating academic community can:

- Reduce the sense of isolation for traditionally underrepresented groups
- Foster collaboration and scholarship
- Contribute to recruitment and retention

# Who's doing it?



**OBERLIN**  
COLLEGE & CONSERVATORY

Fostering  
Academic  
Community

“This has been so exciting for someone who’s been at one institution for 15 years and I think this is the first time I’ve had really deep collaboration with other institutions within a 50-mile or even a 20-mile radius. HERC really provided us with that starting point.”

Program Champion:  
Pablo Mitchell, Associate Dean & Professor of History  
Oberlin College

# What institutions are doing it?

Fostering  
Academic  
Community




HERC member campuses  
in Northeast Ohio



# Where can you learn more?

## Welcoming Community Resources



### HERC Helps Create Community for Latina/o Faculty and Staff in Northeast Ohio

#### The Challenge of Isolation

The lack of diversity among higher education faculty and staff members is a nationwide concern that is perhaps most profound in regions lacking diversity in their local communities; it is a challenge that united 36 institutions to form the Ohio – Western Pennsylvania – West Virginia Regional Higher Education Recruitment Consortium (OH/Western PA/WV HERC).

Working together these institutions seek to attract talented faculty and staff to the region while also addressing one of the largest impediments to retention – isolation and lack of community for underrepresented populations – that often leads to a “revolving door” of talented professionals. “It’s easier to attract diverse talent to a region when you can introduce candidates to an existing, accessible community,” notes OH/Western PA/WV HERC Director Amanda Shaffer.

With less than 5% representation in the local population, Hispanic or Latinas/os are especially underrepresented in Ohio. This fact has made it difficult for institutions in Northeast Ohio to develop strong on-campus communities, provide support and offer mentoring for Latina/o faculty and staff.

#### Using HERC’s Wide Network

When the issue of on-campus community-building for Latina/o faculty and staff was raised at the 2015 annual OH/Western PA/WV HERC regional conference, HERC members realized this was a regional challenge that could benefit from a broader solution. With institutions from Northeast Ohio combining efforts and resources *LANO: The Latino Alliance of Northeast Ohio* was formed.

#### Challenge

Creating a greater sense of community for Latina/o faculty and staff at higher education institutions in NE Ohio, to support recruitment and retention of talented and diverse professionals.

#### Solution

Working with HERC consortium to connect and support Latina/o faculty and staff at member institutions throughout the region.

#### Results

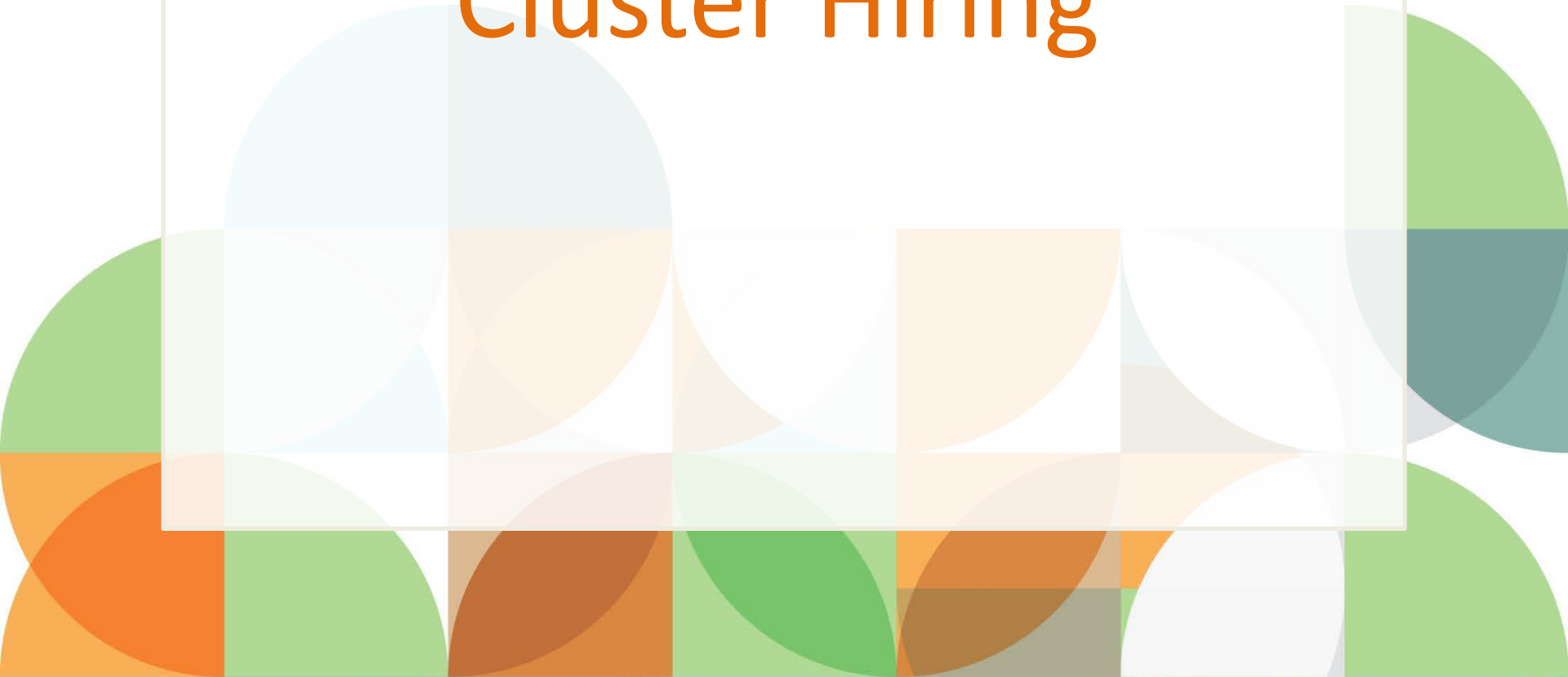
Formation of the Latino Alliance of Northeast Ohio, bringing together Latina/o faculty and staff socially and professionally to foster community, collaboration and scholarship.

Download case study [here](#).



# Strategy #3

## Cluster Hiring



# What is it?



## Cluster Hiring

Hiring multiple faculty  
into different  
departments around  
interdisciplinary research  
topics (clusters)



# Why do it?



## Cluster Hiring

- Diversity and inclusion
- Research excellence
- Increased collaboration

# Who is involved?



## Cluster Hiring

- Senior leadership (usually Provost)
- Chief Diversity Officer
- Deans and department chairs
- Cluster hiring manager/coordinator
- Lead faculty members

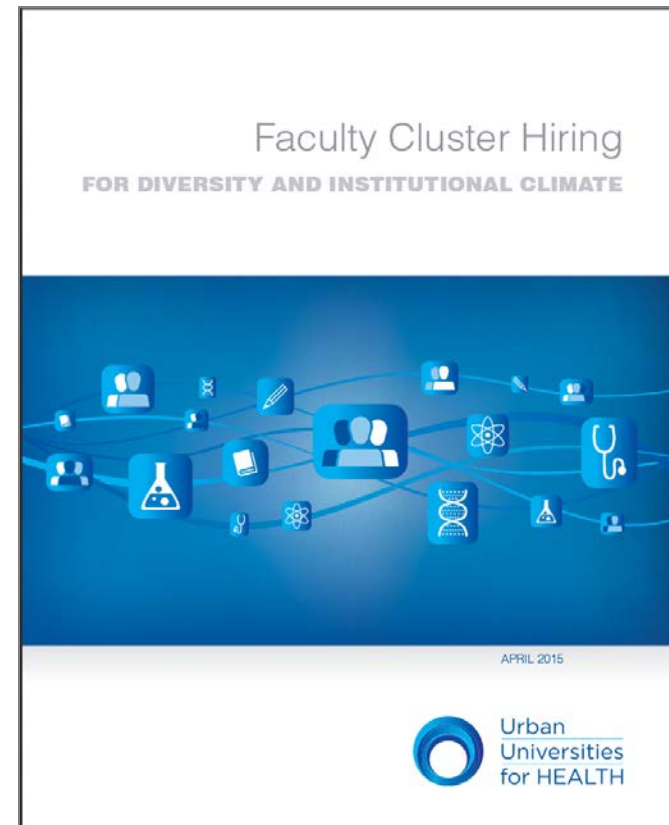
# What institutions are doing it?

Cluster  
Hiring



# Where can you learn more?

Cluster  
Hiring



Link to the study:

[http://urbanuniversitiesforhealth.org/media/documents/Faculty\\_Cluster\\_Hiring\\_Report.pdf](http://urbanuniversitiesforhealth.org/media/documents/Faculty_Cluster_Hiring_Report.pdf)



## Shared Challenge #2

Providing Dual-Career Support to  
Prospective Faculty Members'  
Partners





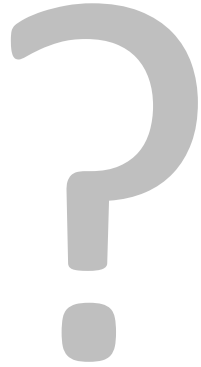
How many of you have  
lost an outstanding  
candidate (or several)  
due to dual-career  
concerns?



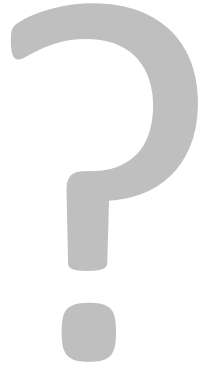
How many of your institutions have a dedicated dual-career office to assist:

- faculty?
- executives/senior administrators?
- staff?
- grad students/post-docs?

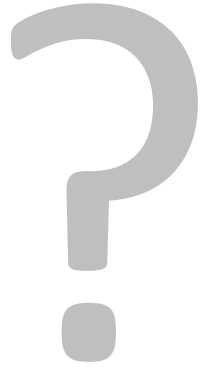




How many of your  
institutions have a  
formal dual-career  
policy?




How many of your  
institutions have  
informal dual-career  
practices?



How many of you feel your institution is:

- a. doing an exemplary job of providing dual-career support.
- b. doing an adequate job but could do more.
- c. never got the dual-career memo.



Research shows dual-career hiring is an area of recruitment that can't be ignored if an institution aspires to be successful in a highly competitive academic job market.

# Most comprehensive dual-career study Released by Stanford University's Clayman Institute, August 2008

The Clayman Institute surveyed  
9,043 Full-Time Faculty from 13  
Leading Research Universities.



Download report at

[http://gender.stanford.edu/sites/default/files/DualCareerFinal\\_0.pdf](http://gender.stanford.edu/sites/default/files/DualCareerFinal_0.pdf)

# Key Takeaways from Clayman Study

- Unresolved partner predicament is the one of the most cited causes of recruitment failure, especially for women candidates.
- 88% of dual hires surveyed would not have accepted offers if not for attention to the spouse's predicament.
- The majority of dual-career survey responders are unaware of any dual-career policies or supports available to them; institutions with written policies are perceived as offering the most support.



# Partner Status of U.S. Academic Workforce

72%


Of full-time faculty in the study  
reported having employed  
partners

36%

have academic partners



# Partner Status of Same-Sex Couples



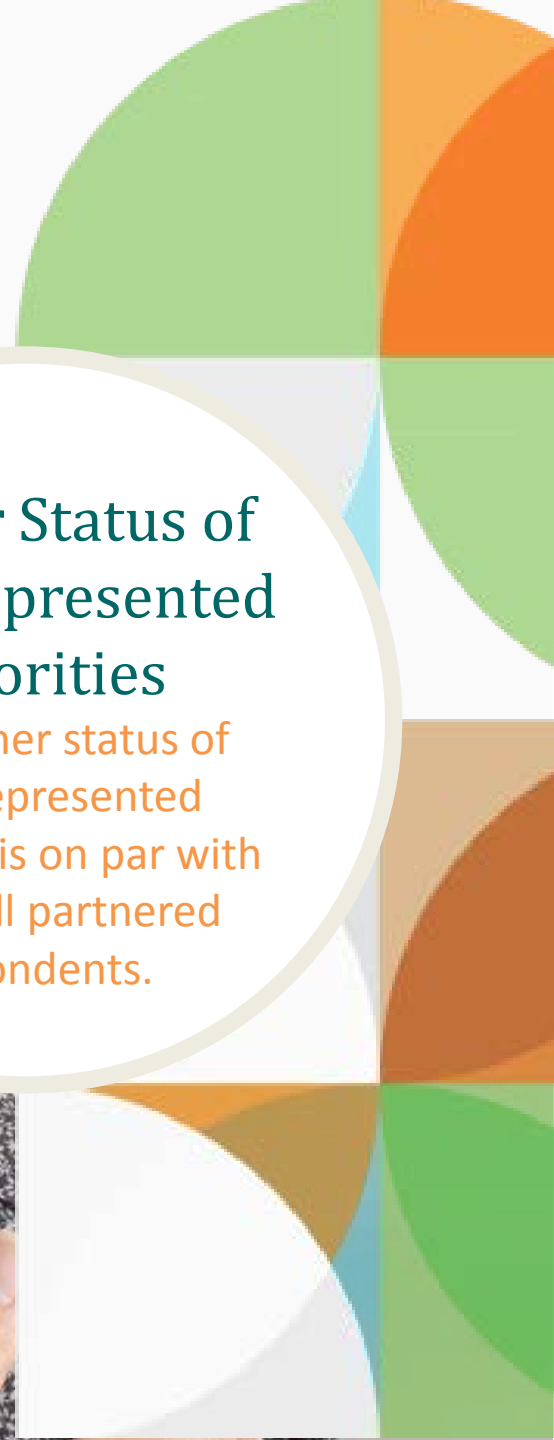
The partner status of same-sex couples is on par with that of all partnered respondents.





## Partner Status of Underrepresented Minorities

The partner status of  
underrepresented  
minorities is on par with  
that of all partnered  
respondents.



# Men and Women have Different Partnering Patterns

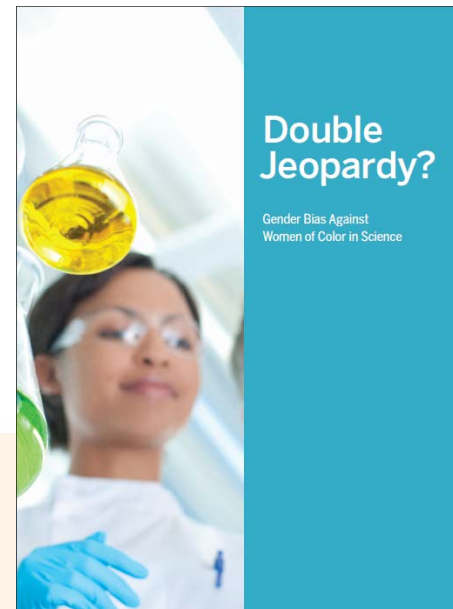


Women are more likely than men to have academic partners. Dual-career issues therefore impact women more than their male counterparts.

# Double Jeopardy? Gender Bias Against Women of Color in Science

"Women scientists are far more likely than male scientists to be married to other scientists, so a dual-career hiring program is vital to successful recruitment of women."

WorkLife Law, UC Hastings College of Law, Tools for Change -  
Boosting the retention of women in the STEM pipeline.  
© 2014 Joan C. Williams, Katherine W. Phillips & Erika V. Hall



Download report at:

<http://www.uchastings.edu/news/articles/2015/01/double-jeopardy-report.pdf>

What does it mean to be a family? Houses?



We're not just recruiting individuals anymore - **we're recruiting families.**



# Strategy

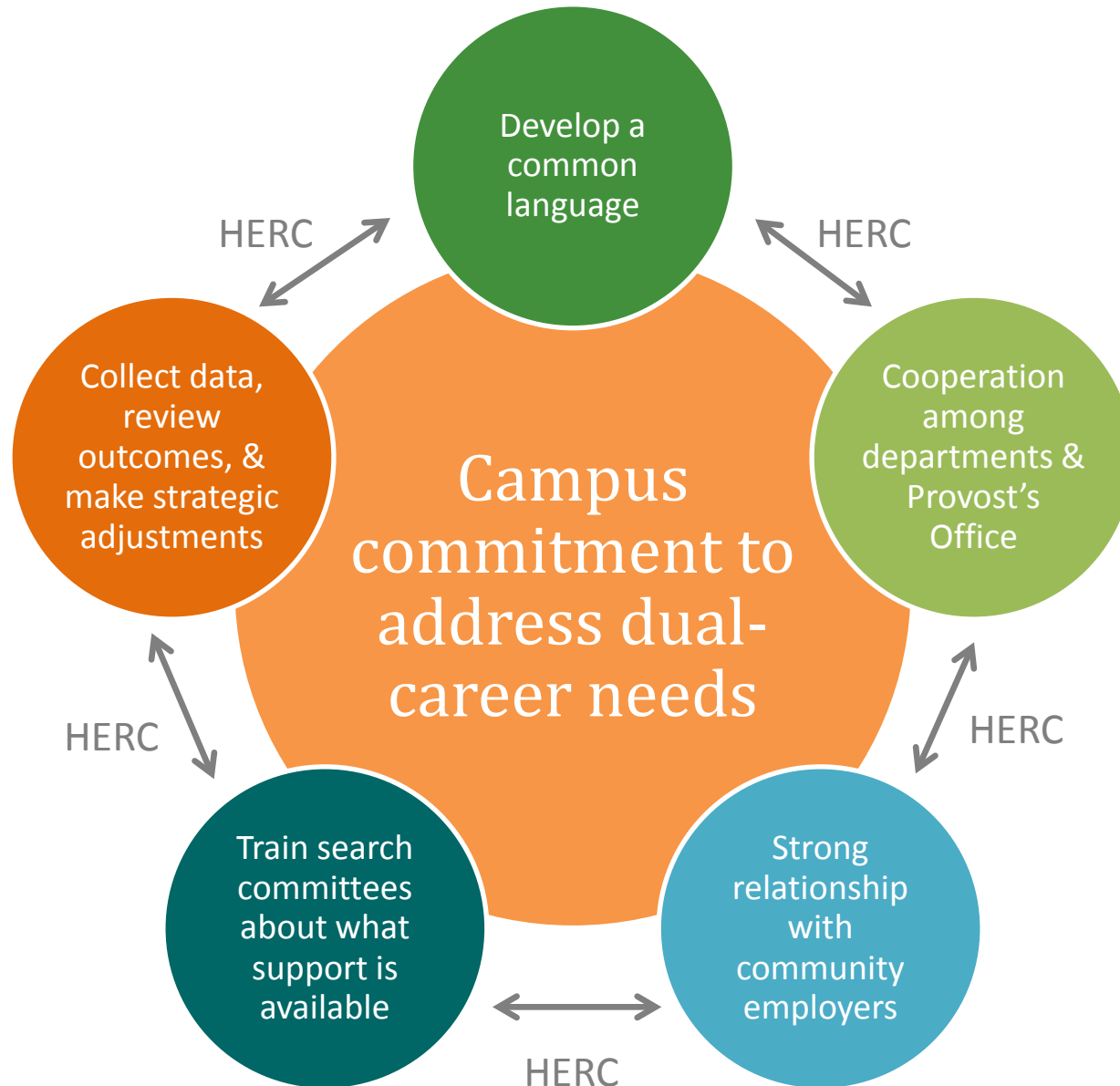
Join with peer institutions in  
your region to collaborate  
and provide dual-career  
support to top candidates

# How?

Great news! You don't need to reinvent the wheel!



# Strategy for Success



# Facet #1



Form or  
participate  
in a regional  
HERC

- The Higher Education Recruitment Consortium (HERC) facilitates collaboration among campuses within a commutable distance and is one of the most effective ways of broadening employment opportunities for spouses and partners.
- Regional HERCs play a critical role by leveraging technology, member collaboration and best practice sharing to addressing dual-career concerns.

Learn more at [www.hercjobs.org](http://www.hercjobs.org)



# Facet #2



Campus  
commitment  
to address  
dual-career  
needs

Essential to have the support of individuals in the highest levels of leadership about the value of investing in dual-career assistance.

# Facet #3



Develop a  
common  
language

Helpful	Unhelpful
Partner	Spouse
Accompanying Partner	Trailing Spouse
Dual-Career Opportunity	Dual-Career Problem
Dual-Career Assistance	Dual-Career Placement
Partner Career Assistance	Spousal Hire

# Facet #4



Cooperation  
among  
departments  
& Provost's  
Office

Identify dual-career champions at each campus who:

- Believe addressing dual-career matters is important
- Are willing to be a designated contact when institutions in the region have dual-career partner needs
- Facilitate communication to appropriate campus departmental leaders

# Facet #5



Strong  
relationship  
with  
community  
employers

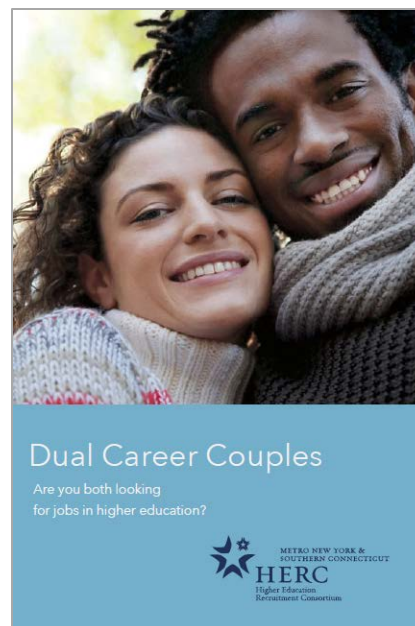
If you belong to or form a HERC, your regional director will help by:

- Assessing the major employers in the area: government, industry, non-profits and other higher ed employers.
- Meeting face-to-face to develop contacts and engage them in the HERC network to both help in and be the beneficiaries of dual-career collaboration.
- Making connections among those participating in the consortium when dual-career issues arise.

# Facet #6

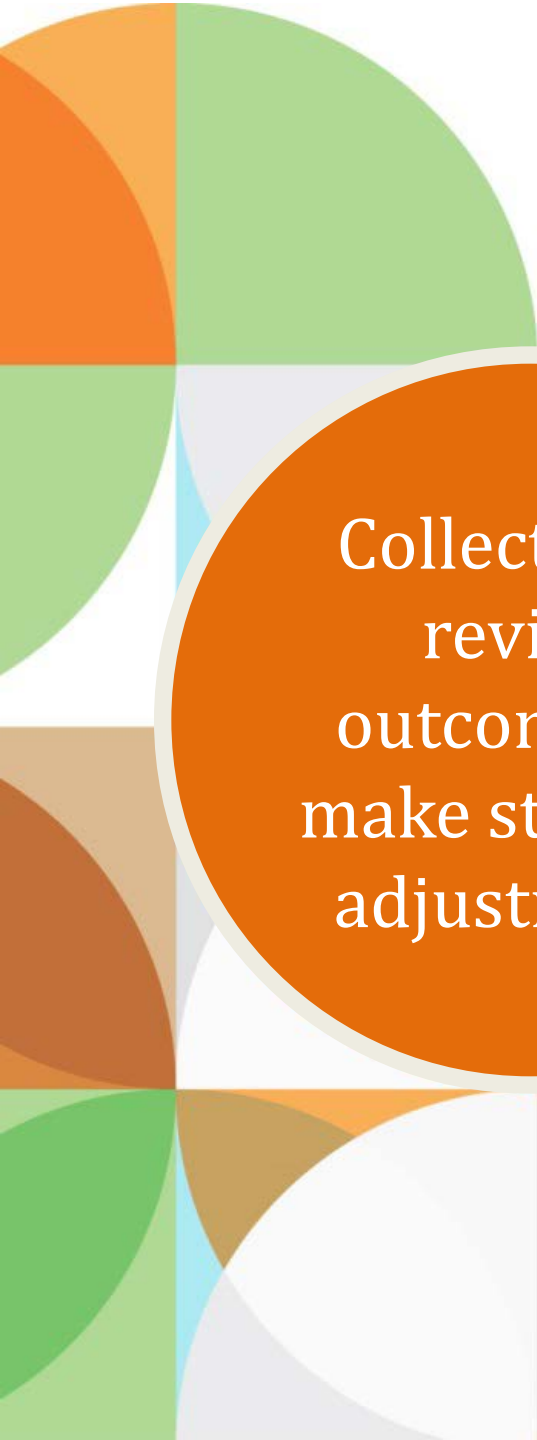
Train search committees about what support is available

Ensure you include a section in all search committee trainings about the dual-career programs, policies and practices on your campus.



If you are a HERC member, dual-career postcards like these are available for all candidate packets.

# Facet #7



Collect data,  
review  
outcomes, &  
make strategic  
adjustments

Consider the following when designing an evaluation plan:

- Utilization
- Candidate & spouse/partner experience
- Effect on recruitment & retention goals
- If something failed, WHY?
- Adjust accordingly



Q&A

# Contact

Nancy Aebersold

Founder and Executive Director

Higher Education Recruitment Consortium (HERC)

831.336.4406

[nancy@hercjobs.org](mailto:nancy@hercjobs.org)

[www.hercjobs.org](http://www.hercjobs.org)



**Vision:** To promote equity and excellence in higher education recruitment worldwide.

**Mission:** HERC advances the ability of member institutions to recruit and retain the most diverse and talented workforce and to assist dual-career couples.

