

WICHE



Western Interstate Commission  
for Higher Education

Western  
Academic  
Leadership  
Forum



# Addressing Faculty Recruiting and Retention Challenges



**SREB**

# **Western Academic Leadership Forum**

## **Faculty Recruiting and Retention Challenges**

**Dr. Ansley Abraham**  
**[ansley.abraham@srerb.org](mailto:ansley.abraham@srerb.org)**  
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# Challenge

## Minorities as Percentage of All Full-Time Faculty Change is Incremental

### Four-year Public Institutions

	<u>1980</u>	<u>1990</u>	<u>2000</u>	<u>2010</u>	<u>2020</u>
• Black*	4.3%	4.5%	5.1%	5.5%	5.2%
• Hispanic	1.5%	2.0%	2.9%	3.8%	4.8%
• <u>American Indian</u>	<u>0.2%</u>	<u>0.3%</u>	<u>0.4%</u>	<u>0.5%</u>	<u>0.4%</u>
• Total	6.0%	6.8%	8.4%	9.8%	10.4%

\*Almost 50% teach at HBCU/PBIs (SREB)

\*About 30% teach at HBCU/PBI (Nation)

SREB Fact Books of Higher Education, 2020

# Challenge

- 2021—Approx. 3,500 pub/private 2/4-year institutions in U.S. (NCES)
- 2020 —2,851 Hisp./Latx. PhDs (U.S. citizens; SED)
- 2020—2,458 BI/AA PhDs (U.S. Citizens; SED)
- 2020—40% had definite academic empl.; down from 50% in 2000 (SED)

## Strategies for Improving Faculty Recruitment/Diversity

- Grow Your Own
- Cluster Hire
- Network Hiring
- Postdoc / Dissertation Year Hiring
- Sponsored Early Visit (RIT, GT)
- Target Hiring
- Go Where They Are (HBCUs, HSIs)
- Partner with Producers (SREB, Ford, Mellon, GEM, GATES, McKnight)

## Strategies for Retention

- Intentional interventions, protections, trainings, leadership
- Meaningful mentoring / leadership promotion
- Understanding distinct challenges of URMs
- Transparent & clearly communicated expectations
- Comprehensive and honest climate assessment & eval.
- Recognition of invisible labor expectations of URM faculty
- Support/encourage collaborative engagement
- Communications/messaging—open and honest; what are the messages being sent; what values are being promoted

# Background

- **SREB-State Doctoral Scholars Program**
- **Began 1993 (29 yrs)**
- **GOAL – Diversify college faculty by increasing the number/representation of URMIs who earn Ph.Ds. and seek to become faculty members**
- **Core support based on state/institutional partnerships**
- **All academic disciplines rep. / STEM emphasis**



# Scaffolding





# **“More than a check and a handshake”**

## **Multiple layers of support**

- **Stipend / Tuition – Doc. (3-5 yrs) & Diss. (1 yr) awards**
- **Professional Development (travel & research funding, webinars, social media, communications, etc.)**
- **Regular contact & follow up – Tracking / Enrollment / Performance**
- **Networking / Community Building**
- **Advocacy**
- **Counseling (personal / career) – navigate mine fields**
- **Online scholar directory (database)**
- **Recruiting / employment**
- **Partnership benefits (NCFDD, HERC, Vitae)**
- **Attendance—Institute on Teaching and Mentoring (largest gathering URM PHDs in nation)**

# Doctoral Scholars Program Outcomes

**1,954 served / 1,200 grads /  
472 matriculating**

**37% STEM (+ SBS = 65%)**

**86% retention/graduation  
rate**

**80% grads employed in ed.  
90% in higher education**

**65% grads employed in  
SREB states**

**1+ grads employed in 43  
states + DC, PR & 17 foreign  
assignments**

**>126 Tenured Grads**

**Reduced Time to Degree**

**Doc:**

**4.7 years with  
master's**

**5.1 years w/o master's**

**Diss:**

**1.8 years**

**Institute on Teaching and  
Mentoring (>14,000 served)**

**Scholar Directory**

**Recognized National Leader**

# DSP Statistical Profile & Program Video

<https://www.sreb.org/statistical-profiles>

<https://youtu.be/QZzJDeM1ZEA>



# Institute on Teaching and Mentoring

## **Empowering   Informative   Inspirational**

- **26th year (2019)**
- **National in focus – 41 states & 294 institutions represented**
- **Partnerships – inst., st., reg., fed., and phil. organization**
- **1,240 attendees**
- **Largest gathering of minority Ph.D. scholars in the nation**
- **Diversity of fields – STEM (52%), Soc./Beh. (19%), Edu. (13%), Hum. (8%), Bus./Man. (3%), Hlth. Prof. (5%)**
- **More than 100 specific fields of study**
- **More than 50 sessions**
- **Hosted Sloan, SSRC, & NSF Bootcamp meetings**
- **Recruiters -- 98 Institutions and 245+ individual recruiters**

# SREB

Southern  
Regional  
Education  
Board

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

## QUESTIONS?



Contact: Ansley Abraham  
[ansley.abraham@sreb.org](mailto:ansley.abraham@sreb.org)  
404-879-5573



**University of Idaho**

College of Graduate Studies

# **BUILDING A DIVERSE FACULTY**

## **GROWING OUR OWN**

*Presented by: Dr. Jerry McMurtry*  
Dean, College of Graduate Studies



# CREATING NEW FACULTY



- **The issue:**
  - 1.7% of the US population is prepared with a Ph.D.
    - 73.5% are white
    - 9.1% are Asian
    - 6.5% are Hispanic
    - 6.3% are Black
    - 0.3% are Indigenous
      - Percentage is even smaller in STEM disciplines
- **Why It matters:**
  - We need to bring ways of seeing Indigenous science into the academy or research lab.
  - We need to create Indigenous scientists and researchers who can answer important societal problems using their unique research lens and inspire others.

# CREATING NEW FACULTY



- **The beginning:**
  - NSF - AGEP planning grant from in 2011.
  - Led by Graduate Deans at WSU, UI, UM, MSU, OSU
  - Developed the ideas behind how to build relationships and pathways to train more under-represented populations in STEM in the Northwest.
  - Goal was to recruit Masters/PHD students and prepare them to enter the professoriate
  - Institutions would collaborate on building pathways and supporting students/faculty
  - Included a significant social-science research component (faculty from each institution)
- Overall objectives were to build and research a model with two components:
  - a) culturally-relevant recruitment pathways
  - b) culturally congruent Indigenous Mentoring Programs
    - IMP – faculty focused
    - IKFC – mentor/mentee focused
      - Blend an understanding of TEK and Western Science



# 2014 AGEF-TRANSFORMATION PROPOSAL



- Awarded total funding of 2.4M to four institutions (not including supplements and sub-awards)
- WSU, UI, UM, MSU each awarded
- Montana Tech included as part of UM
- Proposal was to focus on Native American and Alaska Native populations
- First AGEF award to focus solely on Indigenous Populations and their unique needs / and our unique opportunities





# 2014 AGEP-TRANSFORMATION AWARD



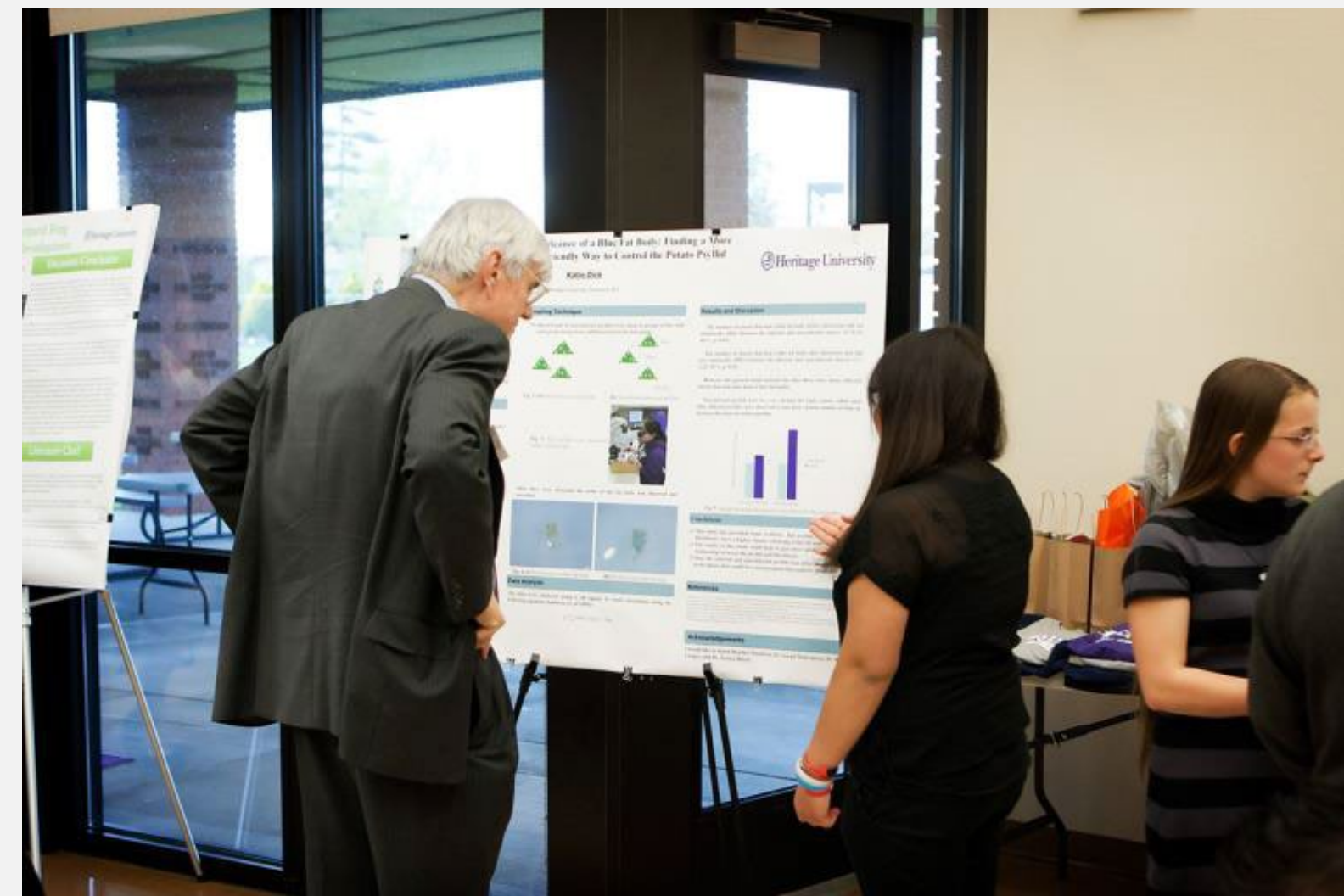
- Recognized we needed partners from TCU's and other MSI's.
- Salish-Kootenai College, Heritage University, Northwest Indian College joined our alliance as sub-awardees
- Created PNW-COSMOS with 8 institutions





# INITIATIVES

- Social Science Research Component
- Faculty support to attend AISES/SACNAS
- Annual research meeting for PNW-COSMOS students
- Support for prestigious fellowship proposals (GRFP, Ford, NDSEG, etc.)
- Indigenous Mentoring Program
- Indigenous Knowledge Field Camp
- Support faculty visits to their students' home / reservation
- Support faculty to visit tribal colleges and connect with faculty and students
- Support students visiting an alliance campus





# INDIGENOUS MENTORING PROGRAM



- Indiginizing mentoring – family education model, community based
- Indigenous research methods
- Indigenous student services/support – writing, cultural activities, native centers
- Visiting home –understand the realities of home, student ties, family, reservation
- Cultural humility – self-location / how did they arrive here – bicultural accountability, colonization
- Gathering information and presenting research to tribal communities



## Indigenous Mentoring Program Facilitator Guide

Creating Networks of Mentors to Support  
American Indian/Alaska Native Graduate  
Students in STEM



# INDIGENOUS KNOWLEDGE FIELD CAMP

I

## PARTNERING FACULTY AND INDIGENOUS STUDENTS

Goal : Create an opportunity for students and their mentors to explore indigenous ways of understanding science, connect TEK and Western science, and participate on Native lands and water

### Partners:

Nez Perce tribal experts – Natural resource scientists, cultural educators, language educators, elders and the Nez Perce Tribal Fish Hatchery  
University of Idaho Outdoor Program





# IKFC -

- Received a supplement to bring in University of Maine and University of Colorado-Denver, connecting with their INCLUDES program which was focused on UG mentoring





# RESULTS

## UNIVERSITY OF IDAHO

- 37 Native graduate students have participated
- Graduated 5 PhD's, 16 Masters
- 14 PhD's currently enrolled, 4 MS, 1 Law
- 32 faculty were involved as mentors, partners, or advisory board
- 19 Native Nations were represented
- 18 UG students have gone on to pursue STEM graduate degrees





# NOTABLE RESULTS



- UI Visiting Tribal Scholar (Montana Tech Graduate)
- Director of Natural Resources for Navajo Tribe
- NSF Post-doc at Virginia Tech
- Two working at institutions of higher education
- Returned to the Navajo Nation – community development



# RESULTS



## ALLIANCE-WIDE AS OF 2019

- 239 faculty and staff have received mentor training – IMP
- 72 faculty/students have participated in the IKFC
- 71 prospective Indigenous students have been recruited to an alliance campus
- 14 Native scientists / elders were involved in the development of programs
- 21 colleges/universities were invited to partner on recruitment pathways



# RESULTS

## DISSEMINATION

- One book - New Directions in Higher Education (7 chapters)
- 48 Journal articles, papers, presentations
- One video on TEK and Western Science (Tribal Fish Hatchery)
- Hosted the 2019 National Research Meeting
- Four members of PNW-COSMOS have been invited to sit on advisory boards for other AGEP awards
- IMP and IKFC are institutionalized at UI and MSU

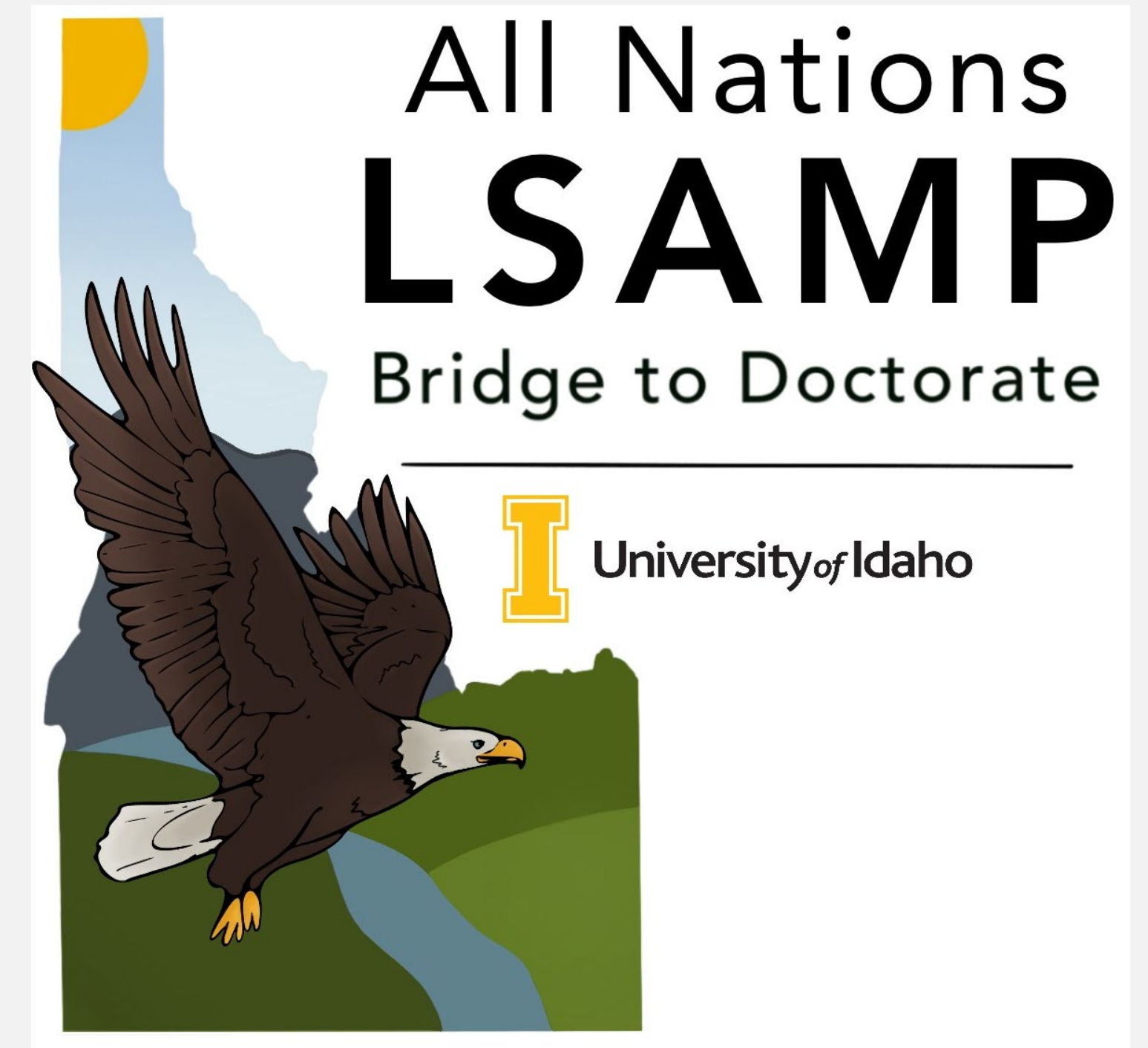


**AGEP National Research Conference**  
Coeur d'Alene, Idaho • May 19-21, 2019  
[www.uidaho.edu/AGEP2019](http://www.uidaho.edu/AGEP2019)



# HOW DO WE KEEP GOING AND WHAT DID WE DO NEXT?

- All-nations LSAMP Alliance (Salish Kootenai)
- Built on the foundation of the AGEP award
- Bridge to Doctorate Award
  - Support 12 Native American PhD students in STEM
  - Two years of significant NSF fellowship support and then transition to institutional support
    - Cohort focused
    - Wrap around support program
    - Cohort seminar
    - Community building activities/ families/dogs



# CONTINUING OUR EFFORTS



- **Currently**
- NSF Tribal College University Partnership (TCUP) – with Salish Kootenai College – developing a cooperative degree program in natural resources as they develop their own graduate (MS) degree capacity
- **Near Future**
- NSF- LSAMP Bridge to Doctorate award –renewal in Fall 22 for Fall 23, 12 new Indigenous students supported in STEM disciplines
- Build another AGEP Alliance with different institutions
- NSF –post-doctoral cohort award to build research expertise at the tribal partners





**University of Idaho**

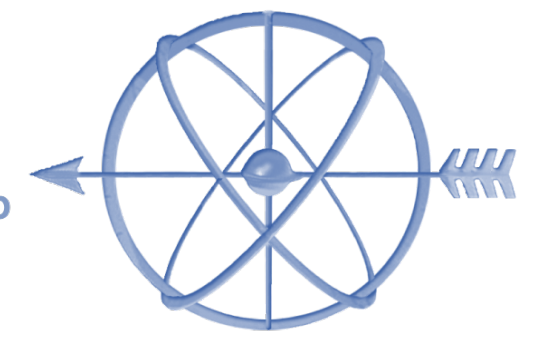
College of Graduate Studies

**THANK YOU!**

**QUESTIONS?**

# Discussion Questions

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- Should we track faculty exits and do exit surveys? Do most of us do these?
- Departments with low numbers of BIPOC faculty, how to support?  
Across departments or colleges?
- Mentoring – what are creative ideas that are effective? How to gauge effectiveness?
- What about cluster hires specifically for the purpose of creating diverse groups of junior faculty?