

Multipronged Practices to Diversify Faculty Ranks and the Academic Leadership Pipeline

Ken Sumner, Provost, Manhattan University; Emily Isaacs, Interim Associate Provost, Montclair; Junius Gonzales, Provost & Senior Vice President, Montclair

The Challenge is to develop an internal strategy for talent recruitment, selection, and development to address the lack of diversity in higher education?

PRINCIPLES:

1. Faculty assignments can be developmentally focused as well as outcomes focused
2. Leadership career pathways can vary

3. Investing in internal candidates supports organizational culture and achieving goals for diverse perspective in academic leaders
4. Retaining talent benefits the university
5. One approach does not work for all

Higher Education Academic Leadership (HEAL) Fellowship

Faculty address challenges in higher education and produce implementable outcomes at scale; for example, a first-gen initiative or curricular reform.

Fellowships runs one year and include:

1. Meetings with executives
2. Funding for conferences & university visits
3. Coaches and mentors
4. A 360 self assessment or skills assessment
5. Developmental assignments and clear deliverables
6. Opportunity to focus on development in support of longer-term goals.

Educate Faculty on Hiring Best Practices

The **Faculty Hiring Best Practices mini-course** supports faculty involved in recruitment and search processes by providing a distillation of best practices in faculty recruiting.

This moderated asynchronous mini-course provides:

- Templates that search committee members are able to adopt or adapt
- Education on best practices, bias, strategies to increase pool, develop rubrics, and manage conflict

Results

- larger search pools
- Increasingly diverse and excellent new faculty hires.

Post Doctoral Teaching and Learning Fellowships (PDTLF)

Solicits proposals for roles to teach and develop academic credentials for people interested in teaching careers in higher education who have had non-traditional doctoral education journeys.

- Applicants teach full load and can do research separately.
- Mentors support the development of faculty interested in teaching careers in higher education.
- Targets budding faculty or researchers interested in refocusing careers.
- Provides travel and development support for post-doc as it increases full-time faculty with fresh perspectives.