The Commission for the Next Generation of Faculty

Report, Recommendations and Next Steps

September 4, 2019
The Commission for the Next Generation of Faculty

President Mark P. Becker
Work of the Commission

**Research**
- Faculty demographic trends
- National demographic trends
- Visit to UMBC to study best practices
- Literature on effective practices
- Focus groups on campus climate

**Drafting Recommendations**
- Job creation and recruitment
- Engagement and retention
Faculty Demographic Trends

- Percent and headcount gains in every underrepresented minority (URM) group, but variable by college

- By percentage, Black faculty have increased slightly, White decreased slightly, Asian and Hispanic steady

- Black women have outgained and outnumber Black men by as much as 3x
Faculty Demographic Trends

- Proportion of Black faculty higher at assistant/associate and in lecturer track compared to full professor
- Small proportion of Hispanic faculty
- Male administrators have grown 5x rate of women
- Overall, Georgia State is slightly above national average, but we want to be a leader
UMBC Visit: What We Learned

Notable Innovations

- Comprehensive applicant tracking system
- Committees to recruit diverse pools and serve as resource to search committees on best practices
- Affinity groups: Retention requires a sense of community
UMBC Visit: What We Learned

Notable Innovations

- Pipeline initiatives to support undergraduates and graduate students
- Post-doctoral fellow program with intent to convert to tenure-track faculty
Focus Group Study

**Major Themes**

1. The recruitment power of the Atlanta ecosystem
2. A call to purpose working with diverse student population
3. The power of mentoring and learning relationships
4. Building a more complete commitment to diversity and inclusion
5. The Black faculty experience
Focus Group Study

**Major Themes**

6. Fear and mistrust of university administration
7. A market-driven culture of winners and losers
8. A lack of transparency in tenure and promotion
9. Continuing pain with the consolidation of institutions
Transformative Recommendations
Recommendation 1:
Make faculty diversity and engagement a visible priority coming from the President and senior leadership, and infuse the commitment throughout the university with urgency to act and the resources to support it.

Recommendation 2:
Invest resources into deepening the sense of community and engagement for all faculty, and celebrate the diversity of Georgia State’s people, programs, and campus cultures.
Recommendation 3:
Create a research and resource center for the intellectual community across the university and in collaboration with Atlanta partners.
Recommendation 4:
Implement new strategies for recruiting underrepresented minority faculty

Proposed Actions:
- Host annual conference for advanced Ph.D. students from underrepresented groups
- Institute two-year post-doc program as pipeline to faculty positions
- Create targeted senior faculty hiring program
Recommendation 5:
Use data-informed analytics to track faculty recruitment, career progression and advancement.

Proposed Actions:
- Implement applicant tracking system for faculty recruitment
- Implement an enterprise software solution to track faculty career progression
- Implement regular periodic faculty climate surveys
- Track the impact of the Commission-based initiatives
Best Practice Initiatives
Initiative 1: Recruitment

Adopt and implement best practices for hiring faculty from diverse groups.

Proposed Actions:

• Train search advocates and search committees
• Require search advocates in all faculty searches
• Fund existing faculty to attend professional conferences to recruit URM candidates
• Require diverse candidate pools
Initiative 2: Retention

Create programming to promote the development and retention of faculty of all backgrounds.

Proposed Actions:

• Create a university-wide mentoring strategy
• Provide forum for university leaders that includes training on best practices in diversity and inclusion
Initiative 3: Accountability

Create a university-wide steering committee to carry out the recommendations and sustain the institution’s focus on diversity and inclusion.

Proposed Actions:

• Establish a steering committee
• Require broad membership on the committee
• Hire a dedicated staff coordinator
Moving the Needle: Our Next Steps

Wendy Hensel, J.D.
Provost & Senior Vice President for Academic Affairs

September 4, 2019
A Comprehensive Approach:

- Recruitment & Hiring
- Retention
- Expansion of the Graduate Degree Pipeline
Recruitment & Hiring
Recruitment & Hiring

• Targeted Recruitment of Underrepresented Faculty

• Mandatory Training for Search Committees and Chairs on Implicit Bias
Recruitment & Hiring

- Data-Driven Pool Certifications
- Improvement of Faculty-Tracking Systems
Retention

• Administration of Regular Climate Surveys

• Implementation of Underrepresented Minority Faculty Networking Opportunities
Retention

- Creation of Mentorship Program Across Colleges & Enhanced Faculty Development Programming

- Exploration of a University Center
Expansion of the Graduate Degree Pipeline
Expansion of the Graduate Degree Pipeline

• Development of Annual Conference for Advanced Ph.D. Students from Underrepresented Groups

• Expansion of Programming by the Center for the Advancement of Students and Alumni Pipeline Program

• Consideration of Post-Doctoral Fellowships for Underrepresented Faculty
Accountability
Accountability

- Enhanced Communication and Engagement with Leadership
- Establishment of Steering Committee to Provide Guidance on Implementation and Initiatives
- Annual Reporting
Q&A with the Commission
Commission Members

- Dr. Kavita Pandit, Associate Provost for Faculty Affairs
- Dr. Sara Rosen, Dean, College of Arts & Sciences
- Dr. Elizabeth West, Professor of English and Director of the South Atlantic Modern Language Association (SAMLA)
- Dr. James Ainsworth, Associate Professor of Sociology
- Dr. Collins Airhihenbuwa, Professor of Health Policy and Behavioral Sciences
- Dr. Jonathan Gayles, Professor and Chair of African-American Studies
- Dr. Kyle Frantz, Professor Neuroscience and Director of the Center for the Advancement of Students and Alumni (CASA)
- Dr. Pamela Moolenaar-Wirsiy, Associate Dean for Faculty Affairs and Director of the Center for Excellence in Teaching & Learning, Perimeter College
- Dr. Michael Galchinsky, Associate Provost for Institutional Effectiveness
- Ms. Linda Nelson, Associate Vice President for Human Resources and Opportunity Development/Diversity Education Planning
- Mr. Dallas Smith, Georgia State University Foundation Board
- Ms. Kerry Heyward, University Attorney (ex officio)
Q&A with the Commission