

Building an “All-in” Faculty Mindset

ABHE Flagship CAO Gathering 2021

Aaron D. Profitt
God's Bible School and College
aprofitt@gbs.edu

Organizing Questions

1. What do we expect for faculty?
2. How do we hire for those expectations?
3. How do we cultivate faculty who achieve expectations?



<https://bit.ly/3fYzlSw>

What do we expect?



Associate Deans



Dear Dept Chairs: Please try to hire adjuncts with experience as baristas. The assistant professors you've been hiring have been complete disappointments in terms of their coffee making skills. It's like they've never made a latte before!



"Oct:26" flickr photo by lovelihood
<https://flickr.com/photos/lovelihood/6285436824> shared under a Creative Commons (BY-SA) license

Sources and Expectations

1. US higher education industry¹⁻³
2. Missional IHEs³⁻⁵
3. ABHE IHEs
4. Denomination/fellowship
5. Specific IHE
6. Demographics^{5-6, 8-9}
7. Others?

Restrictions vs (and?) demands

What Are Our Expectations?

Typical for IHEs¹⁴

- Teaching
- Institutional service
- Scholarship (doing/being?)

Typical(?) for ABHE

- Personal spiritual health/development
- Student mentoring
- Ministry involvement beyond the college
- Participation in IHE culture, life
- Others?

How do we hire for those expectations?



Associate Deans



Our recruiting and faculty retention strategies are simple. We are looking for someone good enough to get tenure, but not good enough to get a better job. Welcome to the college equivalent of the Hotel California!

Communicating Expectations

1. (Lived) mission documents
2. Institutional culture descriptions/documents
3. Faculty/employee handbooks
4. Hiring policy/process
5. Others?

The Issue of “Fit”



How do we cultivate faculty who achieve expectations?



Associate Deans

...

The Centre for Faculty Excellence is pleased to announce our new mentoring initiative, "How To Make Friends And Be A Friend."

If you have any friends, you are eligible to serve as a Mentor.

Formal Methods

- Promotion criteria³
- Formal awards
- Adopted/adapted scholarship model²
- Campus rituals⁸
- Load credit
- Others?

Informal Methods

- Recognition/awards
- Hero stories
- Faculty-to-faculty mentoring³
- Encouragement of smaller communities (e.g., departments)
- Approach to work quality of life¹²
- Others?

References

References

1. O'Meara, K., Louder, A., & Campbell, C.M. (2014). To heaven or hell: Sensemaking about why faculty leave. *The Journal of Higher Education*, 85(5), 603-632.
2. Nibert, M. (2001). Boyer's model of scholarship. *Pacific Crest Faculty Development Series*.
<https://www.facultyguidebook.com/BoyerModel.pdf>
3. DeAngelo, L., Mason, J., & Winters, D. (2016). Faculty engagement in mentoring undergraduate students: How institutional environments regulate and promote extra-role behavior. *Innovative Higher Education*, 41, 317-332.
4. Velcoff, J., & Ferrari, J.R. (2006). Perceptions of university mission statement by senior administrators: Relating to faculty engagement. *Christian Higher Education*, 5, 329-339.
5. Trautvetter, L.C., Braskamp, L.A., & Ward, K.A. (2008). Reducing stress for new faculty at church-related colleges and universities. *Journal of Human Behavior in the Social Environment*, 17(1/2), 129-156.
6. Boyle, C.J., Gonyeau, M., Flowers, S.K., Hricko, P., Taheri, R., & Prabhu, S. (2018). Adapting leadership styles to reflect generational differences in the academy. *American Journal of Pharmaceutical Education*, 82(6), 641-643.
7. Hannay, M., & Fretwell, C. (2011). The higher education workplace: Meeting the needs of multiple generations. *Research in Higher Education Journal*, 10, 1-12.
8. Alleman, N.F. (2014). Reaffirming the importance of faculty rituals at religious colleges and universities. *Religion & Education*, 41, 151-170.

References

9. McCullough, E.E. (2013). *Effects of generation on tenure-track faculty satisfaction* [Unpublished doctoral dissertation]. Western Carolina University.
10. Hennigan, M., & Evans, L. (2018). Does hiring for 'culture fit' perpetuate bias? *HR Magazine*. Retrieved June 4, 2021, from <https://www.shrm.org/hr-today/news/hr-magazine/1118/pages/does-hiring-for-culture-fit-perpetuate-bias.aspx>
11. Slater, B. (n.d.). Why you should hire for "culture add" not culture fit. *Beamery*. <https://beamery.com/resources/blogs/why-you-should-hire-for-culture-add-not-culture-fit>
12. Schubert-Irastorza, C., & Fabry, D.L. (2014). Job satisfaction, burnout and work engagement in higher education: A survey of research and best practices. *Journal of Research in Innovative Teaching*, 7(1), 37-50.
13. O'Meara, K. (2015, February 10). *Stop, don't, go, please: Retention and how our policies and work environments shape it* [PowerPoint slides]. UMD ADVANCE. <https://advance.umd.edu/sites/advance.umd.edu/files/O%27Meara%20AIM%20Presentation%20on%20Faculty%20Departure%20Feb%204%202015-2.pdf>
14. Boyer, E. (1996). From *Scholarship Reconsidered* to *Scholarship Assessed*. *Quest*, 48(2), 129-139.