

Appendix C

Themes From the ADEA Faculty Development Toolkit and Related Literature

Barriers to Recruitment	Best Practices for Recruitment
<p>Financial barriers/debt:</p> <ul style="list-style-type: none"> • Low faculty salaries • High student/faculty debt and the cost of education 	<p>Offer faculty loan repayment programs.</p>
<p>Poor recruitment planning and process development:</p> <ul style="list-style-type: none"> • Poor interview structure and environment. • Narrow search criteria. 	<p>Develop strategic recruitment plan with pre- and post-hiring process evaluation:</p> <ul style="list-style-type: none"> • Develop literature/resources to support faculty diversity searches. • Update and modernize faculty search advertising. • Develop defined faculty strategic recruitment plan. • Implement a consistent process for review of applicants.
<p>Insufficient faculty hiring incentives</p>	<p>Develop initiatives to support faculty hiring:</p> <ul style="list-style-type: none"> • Reward system for departments/colleges that do well in terms of diversity hiring. • Reward system for diversity leaders and role models. <p>Develop a range of faculty hiring incentive programs:</p> <ul style="list-style-type: none"> • Dual career programs. • Cluster hiring. • Faculty loan repayment programs.
<p>Lack of diversity/cultural competency training for:</p> <ul style="list-style-type: none"> • Search committee. • All, at institutional level. 	<p>Conduct regular climate assessments and develop strategies and ongoing assessment to foster a humanistic environment.</p> <p>Implement regular unconscious bias, cultural competency and diversity training, lectures and symposia for:</p> <ul style="list-style-type: none"> • Tenure and promotion committees • Department heads • All, at institutional level

Appendix C, continued

Themes From the ADEA Faculty Development Toolkit and Related Literature

Barriers to Recruitment	Best Practices for Recruitment
<p>Poor academic dentistry pipeline:</p> <ul style="list-style-type: none"> Lack of pipeline for dental educators Lack of knowledge/information on dental academic careers 	<p>Invest in and partner with internal and external groups to fund and develop academic dentistry pipeline programs. Examples include:</p> <ul style="list-style-type: none"> D4 apprentice-teaching experiences P16 Private practice pipeline
<p>Insufficient search committee structure and process:</p> <ul style="list-style-type: none"> No pre- or post-assessment of searches Search committee fatigue/burnout Lack of diversity/composition of search committee 	<p>Ensure diverse search committee with a clear charge from senior leadership:</p> <ul style="list-style-type: none"> Ensure historically underrepresented (HUR) faculty critical mass on search committee. Dean/senior administrator should charge search committee with a mission of diversity. <p>Assign/employ a diversity champion/consultant to work on search committee.</p> <p>Develop pre- and post-search assessment criteria.</p>
<p>Unsupportive senior leadership</p>	<p>Senior leadership and others throughout the organization should clearly document and articulate support of diversity:</p> <ul style="list-style-type: none"> Public statement on commitment to diversity Support from dean and senior administration <p>Tie mission and diversity programs to CODA Diversity standards.</p>
<p>Poor faculty and leadership development/mentoring opportunities:</p> <ul style="list-style-type: none"> Lack of mentors and mentoring programs. Lack of opportunity for advancement of mid-career faculty. 	<p>Create robust faculty and leadership development/mentoring programs:</p> <ul style="list-style-type: none"> Mentoring programs can be formal, informal or peer-to-peer. Negotiation training. “Grow your own” programs. Junior faculty pathway career programs.

Appendix C, continued

Themes From the ADEA Faculty Development Toolkit and Related Literature

Barriers to Recruitment	Best Practices for Recruitment
<p>Chilly climate/unconscious bias/discrimination:</p> <ul style="list-style-type: none"> • Unconscious/implicit bias, microaggressions. • Lack of humanistic environment. • Culture tax on HUR and women. • Internal politics and impact of external politics on campus. 	<p>Conduct regular climate assessments and develop strategies and ongoing assessment to foster a humanistic environment:</p> <ul style="list-style-type: none"> • Diversity in the framework of humanism. • Assessments to foster culture change. <p>Partner with Human Resources and Equal Employment Opportunity offices to monitor and evaluate data in support of creating a critical mass of HUR faculty</p> <ul style="list-style-type: none"> • Transparent data and data tracking.
<p>Poor tenure policies and inflexible process/committee structure:</p> <ul style="list-style-type: none"> • Lack of diversity on tenure and promotion committees. • Lack of flexibility in tenure/promotion. • Lack of clear policies/guidelines on tenure/promotions. 	<p>Review tenure and promotion policies to ensure flexibility in support of life-driven decisions:</p> <ul style="list-style-type: none"> • Develop flexible tenure guidelines/policies. • Develop and communicate clear tenure and promotion guidelines and policies.
<p>Poor faculty wellness/work-life balance.</p>	<p>Support faculty wellness and work-life balance programs.</p>