Managing Faculty Careers for Hiring, Retention & Success for Your Unit

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BACKGROUND

• “Family business”

• 12 years in Administration (Associate Dean, School Director, Dean)

• 20 years of writing for The Chronicle of Higher Education


• Conversations and case studies
OUR TIME IN HIGHER ED:

• Unprecedented…
• Uncertainty
• Turmoil
• Negativity towards “administrators”
• Risk (career, health)
NEW CHALLENGE: MANAGING WITH MILLENNIALS

• Late 20-30s faculty
• Perhaps only “professional experience” was schooling
• High performing….but also high expectations
MILLENNIALS: CULTURE & RELATIONSHIPS

• Want and need mentoring…in all things
• But also very confident
• Less respectful of seniority/tradition/legacy
• Need to explain the “why”
• Define loyalty differently
• May resent being judged by people who got tenure under different standards (of course different support as well).
RECRUITING

• More effort in “cultural recruiting”

• Working with Committees to put more effort into:
  - Going beyond taking out an ad
  - “Why we are a good fit for you.”
  - Showing off benefits of place and culture

• Issues magnified and special for diversity & inclusion
BLOWBACK FROM OTHER GENERATIONS

• Salary compression

• “They don’t defer to us.”

• You as leader will need to balance, win over all groups
RETENTION

• Not all about the money
• Does your culture bind or repel?
• Tradition of nonengagement or even hazing
• Affects underrepresented groups most and most negatively
SOME BIG ISSUES

• How much should you get involved in personal issues?

• How do you resolve uneven or conflicting mentoring, especially in P&T

• Counteroffers

• Merit raises…for different areas of excellence?

• “Equity” raises…but on what criteria?
BUT REMEMBER TO ASK: AM I BACKED UP?

- Don’t say “no” when someone above you will say “yes.”