

# Communicating Organizational Change to Create More Faculty Diversity and Retention

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# RUTGERS

Aresty Research Center  
for Undergraduates

## Abstract

In an institution as diverse as Rutgers, it is important to investigate the diversity of the staff as well. The goal of our research aims to gather information to create an inclusive culture at Rutgers and ensure diverse faculty hiring and retention.



## Example of Flawed Process

*Members of Rutgers Panel  
See Flawed Hiring Process*

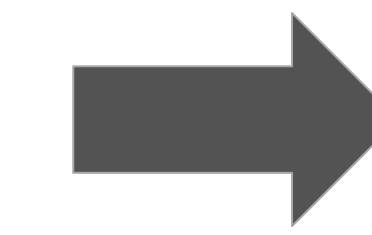


Athletic Director Julie Hermann has received support from Gov. Chris Christie of New Jersey. Rich Schultz/Getty Images

## Our Process

We examined the processes other universities implemented to compare methods. We found areas to create resources in order to leverage job postings to find diverse candidates, and customized specifically towards the needs of Rutgers.

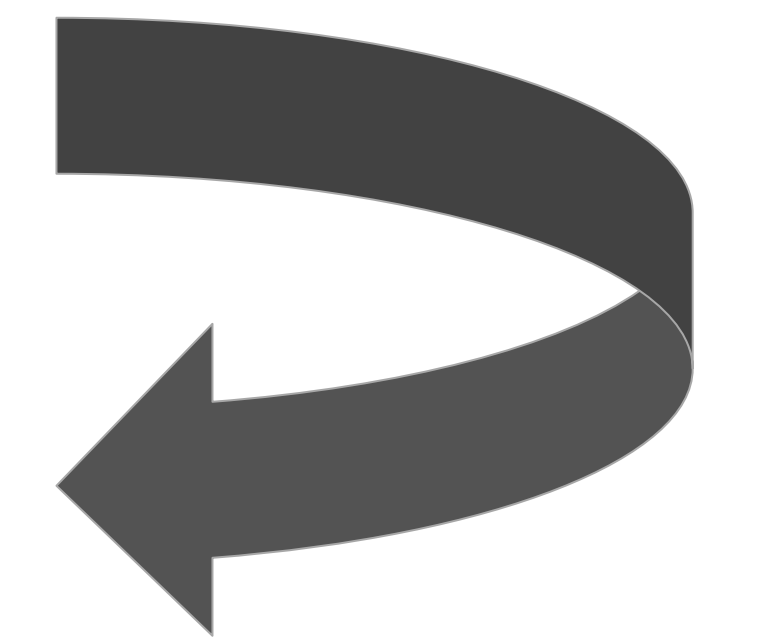
**Implicit  
Bias  
Awareness**



**Effective  
Search  
Committees**



**Supportive Mentorship  
Programs**



**Faculty Retention and Diversity**

## Background of Results

There are many factors that affect the hiring process for faculties at universities. These factors include implicit bias, search committees, organizational climate, and grants/funding for research and fellowship. Moreover, these factors not only affect hiring, but the retention of minority faculty.

## Results / Best Practices

- Junior Faculty Survival 101
- Annual Review
- Tenure and Promotion Basics
- Grantsmanship 101
- Award Fundamentals



## Example of Students

Rutgers Today > Student Excellence

Rutgers Diversity Program Helps Student on Path to Career in Medicine



With help from the ODASIS and Access Med programs, Hesbon Isaboke will be the first in his family to graduate college.

By Cynthia Medina | May 14, 2019



Hesbon Isaboke, the son of Kenyan farmers, will become the first member of his family to graduate college this month and is working toward a career in medicine, a goal that seemed unimaginable growing up.

Isaboke was 11 when his family emigrated to the United States. His mother, who passed away from cancer shortly after he entered his junior year of high school, wanted him to get an education to open up new opportunities.

"I knew my parents would have to work on lower-end jobs to begin this life but my goal was to study hard in school, succeed, and eventually, upgrade my family to a dream life in this new country of opportunity," Isaboke said. "Back in Kenya, my father had begun teaching so it was mostly up to my mother to tend on the farm and I never wanted her to do such kind of labor to provide for her family again."

Through the help of ODASIS and the Access Med program, Hesbon Isaboke is the first to graduate in his family and will go on to study at Robert Wood Johnson Medical School.

Photo: Courtesy of Nick Romanenko  
High Res

A Rutgers-led program that supports students from underrepresented groups who wish to study medicine helped him find his way as a first-generation student.

He was driven by his mother's desire that he succeed.

## Future Direction

Moving forward in the process we are interviewing staff to uncover the needs of faculty on campus. This project helps create an inclusive culture that supports an organizational shift and facilitates more diverse representation. We hope to further investigate these practices and determine the best way for Rutgers to move forward in this endeavor.

## References

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