

MKT13

Marketing Inclusivity in Faculty Hiring: A Case Study and Prospective Strategy

Bill Herman, Catherine Kleier

Metropolitan State University of Denver, Denver, CO, USA

Abstract

Employee recruitment is a two-sided matching market featuring substantial need for information gathering (Lee & Schwarz, 2017). Various recruitment strategies can thus affect employers' brand equity and desirability among prospective employees (Jain & Bhatt, 2015). This means successful recruitment of top employees is in large part a marketing function.

As college and universities work toward a more inclusive faculty hiring process—in part to better recruit among too few candidates from historically underrepresented groups—few hiring committees fully understand the marketing role of this work. This means leadership cannot implement inclusive hiring strategies by administrative fiat. Rather, academic leadership and human resources must develop internal marketing strategies so that institutional values and the employer brand proposition can be infused and operationalized into inclusive hiring committee practices.

We are co-chairs of a university-level committee seeking to identify, develop, and implement inclusive faculty hiring practices. This paper summarizes our progress to date, some of our lessons learned, and key aspects of our forward-looking strategy. One key lesson learned is that we have not been sufficiently attuned to the marketing aspect of this problem, including the need for internal marketing. Using this framing, we rethink our ongoing strategy and identify key opportunities for improvement. These include better storytelling and framing, clearer focus on goals and values, identifying messaging targets, and a clearer plan for specific messaging phases.

Conference Track

Marketing