

Demographics

1987



66% Full-time¹
67% Male²
54% Tenured²

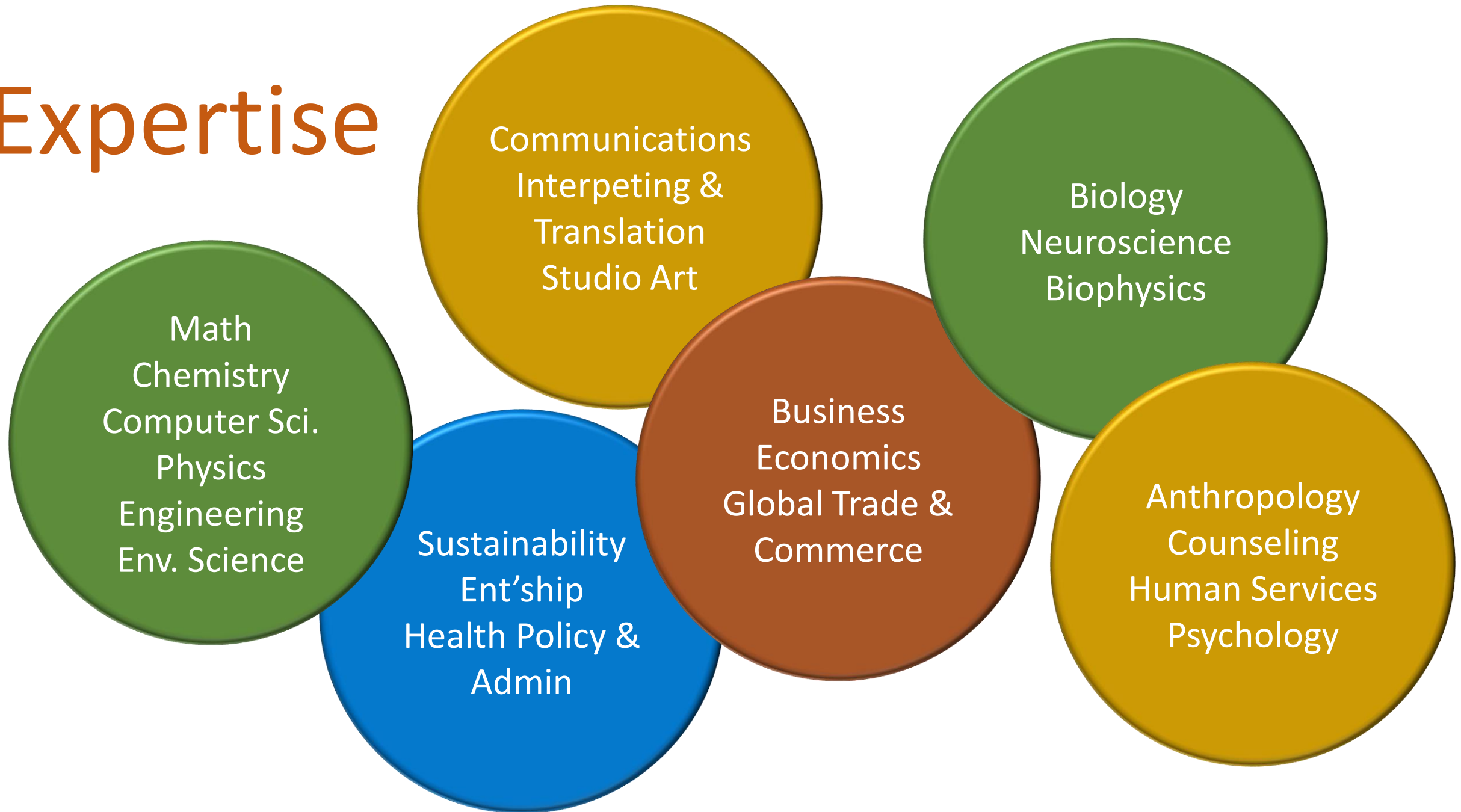
2017



53% Full-time¹
50% Male²
46% Tenured²
24% Persons of Color²

Source: IPEDS 2018; <https://nces.ed.gov>; ¹ % of instructional faculty at US post-secondary institutions; ² % of full-time faculty at US post-secondary institutions

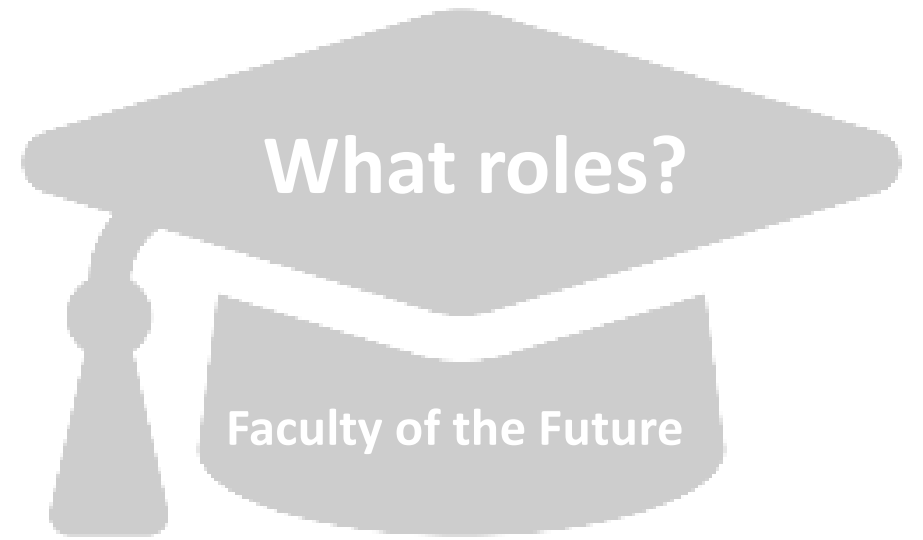
Expertise





Contextual Factors	Implications	Faculty Skills Needed
Gen Z: First truly digital native cohort Technological advances	Online/hybrid education becomes the norm within 10 years; VR, AR, AI become viable teaching tools	Digital fluency, growth mindset
Internet commoditizes information		
Best teaching practice shifts from lecture to models of collaboration/discovery/engagement		
Devaluation of higher education degrees		
Greater diversity in colleague and student cohorts		
Growth in student demand for STEM, interdisciplinary offerings		
Increasing complexity in the world students will inhabit (political turmoil, climate change, etc.)		
Student debt crisis		

Contextual Factors	Implications	Faculty Skills Needed
Gen Z: First truly digital native cohort Technological advances	Online/hybrid education becomes the norm within 10 years; VR, AR, AI become viable teaching tools	Digital fluency, growth mindset
Internet commoditizes information	Faculty are no longer primary sources of knowledge	Focus shifts from being a subject matter expert to being a curator, coach, mentor through problems and applications (PBL)
Best teaching practice shifts from lecture to collaborate discovery and engagement		Well-versed in “guide on the side” vs. “sage on the stage”
Devaluation of higher education degrees	Alternatives to degrees continue to gain popularity and credibility; utility of learning is important to students/parents	Flexibility in delivery format for learning modules (semester courses, shorter chunks); ability to anchor learning in relevant context
Greater diversity in colleague and student cohorts		Cultural fluency, mastery of inclusive pedagogy
Growth in student demand for STEM, interdisciplinary offerings		Ability to collaborate effectively outside home discipline
Increasing complexity in the world students will inhabit (political turmoil, climate change, etc.)	Greater than ever need for critical thinking and grappling with ambiguity	Ability to find and leverage teachable moments for these meta-skills
Student debt crisis	Limited university budgets	Ability to explain value of higher ed to skeptical audiences; leverage technology to gain efficiencies



Faculty in the Future: A Few Speculations

Faculty will be expected to

- Help students achieve and demonstrate competencies, many of which will be less content-specific and more interdisciplinary than current curricula often prioritize
- Take on administrative and leadership roles that require strategic insight and managerial skills for matters beyond the curriculum
- Engage with the broader public to highlight the benefits of academic expertise and learning in higher education with greater impact

A Few Speculations (continued)

Faculty will be more likely to

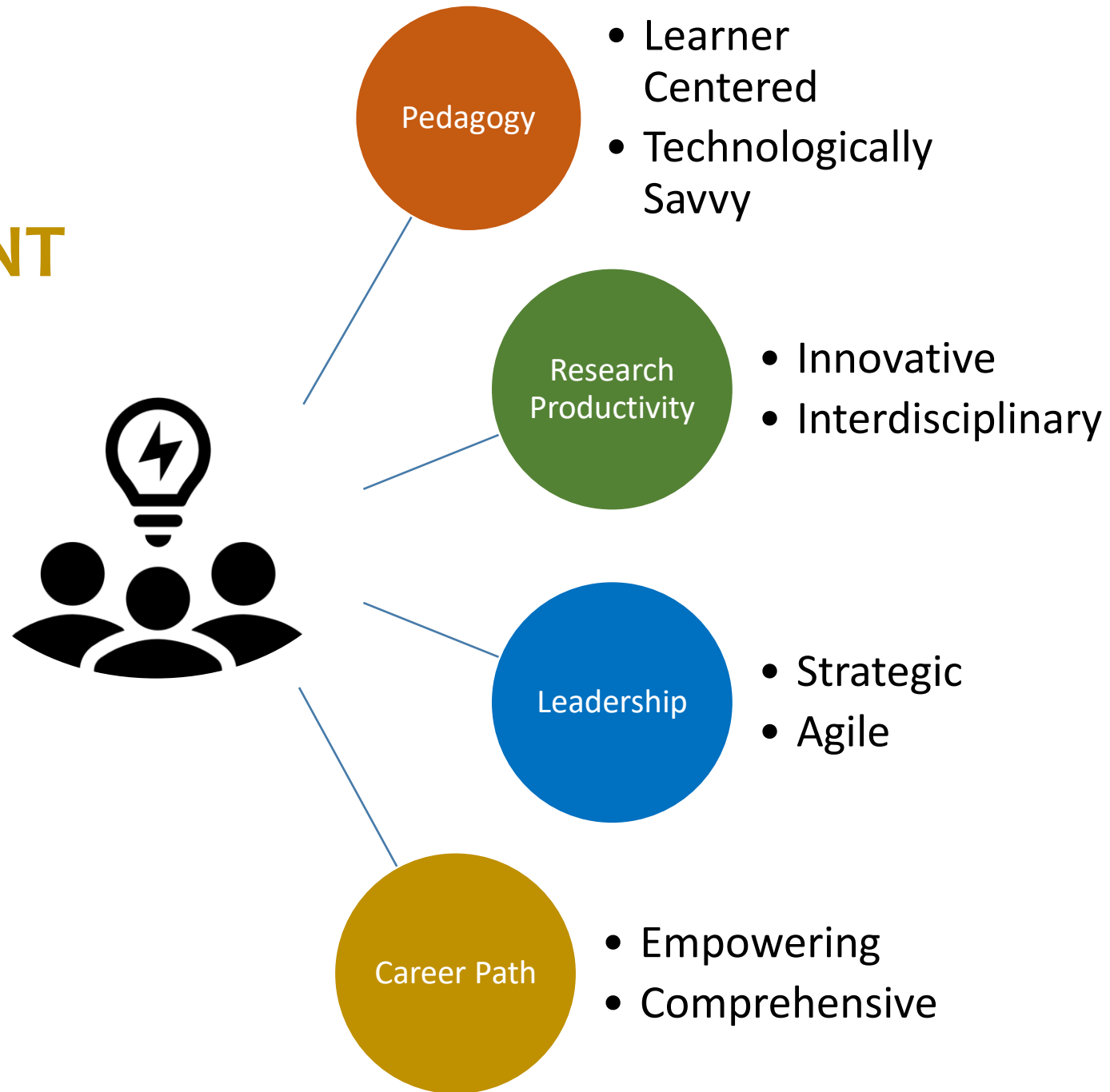
- Be entrepreneurial as they have more connections and possibilities with industry (which often provides more lucrative options)
- Craft or design a long-term career plan that accounts for less stable or static academic appointments
- Enter academic institutions via less traditional routes—namely, through industry experience—that will push on the traditional credentialing bodies and expectations

Faculty Development in the Future: A Few Imperatives

Faculty Development (as a field and as a set of initiatives) will need to

- Be positioned/position itself squarely within the institution's academic enterprise—it can't be taken for granted or assumed to be happening
- **Be comprehensive, so that it is relevant in every facet of faculty life (pedagogy, research, leadership, and service) across the span of a career**
- Equip faculty for administrative and leadership roles by unveiling the conceptual and working assumptions of the academic institution
- **Engage faculty who are increasingly tech savvy, familiar with learner-centered pedagogy, comfortable with interdisciplinarity, entrepreneurial, and flexible in their institutional loyalties**
- Equip faculty to create and sustain institutions of inclusive excellence, especially by building pipelines and retention strategies for members of underrepresented and/or marginalized groups
- **Help facilitate conversations about the role, possibilities, and future of higher education, doing so by enabling faculty (and administrators) to see and shape many of the factors exerting pressure on academic institutions**
- Help faculty (and administrators) articulate the longstanding value of higher education and of crafting and supporting the life of the mind in deeply principled and aspirational ways

FACULTY DEVELOPMENT



What 1-3 words best describe the ideal faculty member of the future?