

## Framework for Diversity – Challenge #4

### Strategic Plan

#### Goals

- Gain a better understanding of forces which influence staff and faculty retention and use this information to implement intentional programs
- Promote intentional efforts to identify and imbed best practices related to the promotion of diversity into the College recruitment plans for faculty and staff
- Increase the diversity of applicants invited to interview on campus for faculty and staff positions

#### Measurement

- Number of new programs and initiatives for diversity recruitment and retention (including evidence of the presence of specific programs and initiatives that target populations beyond Race/Ethnicity and Gender).
- Descriptions of how existing programs or strategies have been amended based on best practices
- Examine hiring information – what does diversity look like in the applicant pool as compared to who is invited on campus to interview (conduct analyses for both staff and faculty searches)
- Examining yearly retention rates, as well as cohort retention rates in 2-3, 5, 7 year intervals
- Examining tenure and promotion rates for faculty by gender, racial/ethnic background, disability status (if data is available), and sexual orientation (if data is available)

#### Action Items

##### **Recruitment-Focused**

- Require staff search committees to have a meeting with an affirmative action representative and the Dean prior to beginning their search process. This practice would mirror the model used for faculty hiring. Senior administrators who are champions for diversity could also be included and encouraged to attend this meeting to encourage search committees to give diversity strong consideration and highlight why it is important in the workplace.
- The Dean could ask to see top candidates in staff search processes and encourage inviting the top “diversity” candidate if not already invited to interview, again, mirroring the process for faculty search and hiring
- Engage in more intentional outreach efforts to established communities for individuals we aim to recruit with hiring information:
  - Work more closely with Department of Occupational Health to fill openings – establish connections and perhaps email them with all administrative openings
  - Send emails to listservs and representatives to conferences which focus on issues relevant to different socio-identity groups (for example, Association of Hispanics in

Higher Education national meeting, AERA Special Interest Group general meetings or listservs)

- Focused outreach to graduate students, for example, one on one recruitment in post doc interim and/or jr. faculty positions. This could be achieved by working more closely with campus programs, such as the postdoctoral awards given by the Africana Research Center.

### **Retention-Focused**

- Conduct a college-wide faculty and staff work-life assessment (surveys and focus groups) which could help identify professional and climate issues within the college, but also personal issues which may factor into institutional retention

- Create incentives for faculty and staff to mentor junior colleagues from diverse backgrounds:

- Offer grants or perhaps some kind of grant supplements for the initiation of research projects which encourage the formation of research partnerships with junior scholars or colleagues or those from diverse backgrounds

- Encourage the Faculty Council to consider instituting a faculty and staff mentoring award (similar to teaching and community awards)

- More enduring public recognition of the diversity/climate enhancement award. Archive winners on the College of Education website and/or have a plaque in the College with a list of the past winners.

- Promotion of professional development opportunities

- Create college-wide professional development opportunities for staff to network and build connections across the institution, built around interesting and exciting topics that individuals will connect to and want to learn more about

- Provide central space for networking across departments and programs to facilitate grant-writing and research partnerships

- Mentoring programs

- Make mentoring programs already in existence on campus more explicit and well publicized

- Make efforts to facilitate mentoring relationships across departments and colleges

- Discuss the importance of being a good mentor and/or being a good mentee during annual career conferences

- Improve communication of resources currently available in the College of Education, on campus, and in the wider community

- Collect more comprehensive information on community organizations, networking opportunities, list-servs for underrepresented and underserved communities on campus.

- Offer a more comprehensive packet or binder of campus and community resources for new hires, along with a website which can be used as a repository for such information.

Send reminders to faculty and staff every two years about the availability of resources and the website.

- Establishing the presence of a variety of communication strategies, including traditional and newer technologies, to disseminate accurate information and resources for diversity