

## Goal 6 Initiative 4 Budget Request Form

### **Introduction/Background – What will you do?**

This part of Goal 6 focuses on actions to recruit and retain specific populations in faculty and exempt staff positions at ISU. Initiative 4 addresses the first two objectives of Goal 6. The team is adopting the use of the term AALANA - African American, Latino/a American, and Native American – to describe the ethnic populations underrepresented in the faculty.

Objective #1 stipulates a priority on African American faculty and identifies a success target. The 2014 goal is for 7% of the entire faculty (equivalent to 27 out of 385) to be African American or to achieve an increase of 17 African American faculty members by 2014 (assuming 10 current members stay).

Objective #2 identifies a target for AALANA and women in exempt staff positions. The AALANA goal for exempt positions is 11% (62 out of 561) or an increase of 34 (added to the current 28 AALANA exempt staff) by 2014. The 2014 goal for women in exempt positions is 40.5% (227 out of 561) or an increase of 75 (added to the current count of 152). This objective does not address the intersection of identities (“women” and “minorities”).

### **Proposal/Purpose/Justification – Why will you do it?**

Consultant M. Renee Baker, Executive Director of Faculty Recruitment and Retention at Rochester Institute of Technology confirmed our justification in her campus visit and presentation on April 18, 2011:

1. Demographic imperative (*see attached* Percent Of Population By Race And Hispanic Origin)
2. Implicit bias (*see attached* Bias Creep for ways in which this manifests in judging candidates’ quality)
3. Impact of Special Hiring practices for AALANA and Whites (*see attached*) from Interrupting the Usual: Successful Strategies for Hiring Diverse Faculty, an article that appeared in *The Journal of Higher Education*, Vol. 75, No. 2 (March-April, 2004), pp. 133-160 by Daryl G. Smith, Caroline S. Turner, Nana Osei-Kofi, & Sandra Richards from <http://www.jstor.org/stable/3838827>

The authors provide a powerful rationale for our proposal. Briefly, their study found that 71% of underrepresented faculty is hired with a diversity indicator or special-hire intervention. For White candidates, the hiring pattern is reverse; 77% secure their positions through traditional search processes and only 23% through special hiring mechanisms.

### **Work Plan – Action Steps**

FY12 plan maintains previous iterations with 6 action steps; some projects have been realigned within headings/descriptions. In general, these action steps continue outreach efforts and targeted recruitment while building the capacity of the ISU campus to embrace new AALANA and women faculty and staff and nurture their success.

- Action 1: Leadership champions and enduring diversity messaging
- Action 2: Intensive and collaborative outreach and recruitment efforts and targeted advertising
- Action 3: Search Committee training
- Action 4: Mentoring program
- Action 5: Other policy and practice changes that support this initiative
- Action 6: Unit/college/university diversity plans

### **How will you do it – brief work plan – please point to Benchmark Goals?**

- Action 1: Spotlight leadership champions and enduring diversity messaging

- President, Provost, Office of Diversity, Council on Diversity continue to reinforce the business case for inclusive excellence at ISU
- Offer symbolic evocations of diversity at ISU – begin development of diversity timeline (online and physical versions), other campaigns developed in conjunction with marketing and communications
- Support employee affinity groups (Connections) and facilitate their communication to administration
- Utilize data on student diversity distribution by major and faculty utilization to communicate strategic needs
- Sponsor diversity awards to reward and publicize diversifying the faculty and staff accomplishments

Action 2: Invest in intensive and collaborative outreach and recruitment efforts and targeted advertising that puts ISU in front of audiences of faculty and professional staff from AALANA groups and women

- Support recruiting trips by Affirmative Action Officer, department chairs, or others to appropriate conferences and professional association meetings and provide them with recruitment resources
- Facilitate the use of print and electronic recruitment databases
- Place print advertisements in platforms that reach AALANA groups and women
- Sponsor another Scholar Collaborative and Prospective Faculty Day

Action 3: Search Committee training

- Engage in professional development about inclusive excellence with ISU faculty and professional staff who play key roles in recruitment and selection processes
- Link search committee training to other rewards structures (e.g., incentives for colleges, travel budget augmentations)

Action 4: Mentoring program

- Develop and implement mentoring programs to positively impact the attrition rates of new faculty and staff, especially those from AALANA groups and women

Action 5: Initiate other policy and practice changes that support this initiative

- Administer an incentive fund to colleges to support their AALANA hires
- Conduct a visiting scholar of color program for immediate albeit temporary impact

Action 6: Unit/college/university diversity plans

- Provide resources and coaching to leaders within individual units and colleges to formulate diversity plans (College of Technology and College of Business priorities)
- Begin process to produce an institutional diversity plan

### **Reporting and Deliverable Schedule – When?**

By end of first semester:

- Monthly leadership messages
- Attendance at 3 recruitment conferences; accessed target recruiting databases and advertising
- Search committee training attended by 65% of search chairs
- 4 Visiting scholars assigned or completed work

By end of FY:

- Attendance at 2 more recruitment conferences
- Roll out and enrollment of first cohort of mentoring program
- Scholar Collaboration and Prospective Faculty draws 15-20 participants and yields 8 hires
- Each college completes work to earn incentive funding for opportunity hires

- College of Technology completes Diversity Plan
- Diversity awards selected and given

**Budget**

\$ 12,500	Action 1: Leadership champions and enduring diversity messaging
\$ 35,000	Action 2: Intensive collaborative outreach & recruitment efforts & targeted advertising
\$ 6,500	Action 3: Search Committee training
\$ 19,300	Action 4: Mentoring program
\$ 40,000	Action 5: Other policy and practice changes that support this initiative
\$ <u>    </u> 0	Action 6: Unit/college/university diversity plans
\$113,300	

**Management Plan – Who (by name if possible) will do the work?:**

- Mary Ferguson - University Diversity Officer, Co-Chair of Diversity Council, Chair of Initiative Team
- Sheila Johnson – Affirmative Action Officer
- Joshua Powers – Special Assistant to the Provost, Co-Chair of Diversity Council
- Tami Weinzapfel-Smith – Director of Employee Relations, Immigration, & Employment and Training
- Diversity Council members
- SP Implementation Team members– Eli Bermudez, Michele Boyer, Barbara Eversole, Lynn Foster, Virgil Sheets, and Carmen Tillery (in addition to those named above)
- College level Diversity Fellows – to be named (recommendation of Council on Diversity report)
- Mentoring Faculty Fellow – to be named

**Outcome Assessment & Future Testing – How well did we do?**

We successfully piloted search committee training, outreach and advertising efforts, changes to search practice, and Scholar Collaboration and Prospective Faculty Day in FY 11. The Task Stream report houses evaluation survey data from participants.

The 7 opportunity/diverse hires (5 African American) fell below our target of 8, but resulted in more diverse hires than the previous year. ISU is being seen by applicants as genuinely interested in diversity, and there is anecdotal evidence of buzz among our peer institutions that we are innovating the search process. All job postings now include an enhanced focus on diversity. The incentives to each college (to support the career development of their opportunity/diverse hires) should increase their buy-in next year.

The visiting scholar program has been slowest to come to full execution. This is an intervention into the academic program and harder to coordinate from the Strategic Plan platform. Progress has been made to launch this effort next year.

**How will we know that we have moved us toward our benchmarks goals?**

- Increased participation by search committee chairs, department chairs, and search committee member in search process workshops
- Increase in the diversity in applicant pools for exempt staff and faculty positions
- Successful opportunity hires across colleges

## Budget Narrative for Goal 6 Initiative 4

1. \$ 12,500	<b>Leadership champions and enduring diversity messaging</b> <ul style="list-style-type: none"><li>• \$ 8,000 - Diversity timeline estimated to cost \$24,000 (based on BCOE cost of \$20,00); spread funding over final 3 years of plan</li><li>• \$ 2,000 – 4 Connections groups (AA, LA, NA, and LGBT) @ \$500 for receptions or projects</li><li>• \$ 2,500 – 5 Diversity recognition awards @ \$500 for faculty mini-grants or to recognize some other diversity related endeavors or accomplishments by faculty, staff, or students</li></ul>
2. \$ 35,000	<b>Intensive collaborative outreach &amp; recruitment efforts and advertising</b> <ul style="list-style-type: none"><li>• \$ 5,500 – 5 recruitment trips @ \$1,100 (for Affirmative Action Officer and/or College Diversity Fellow) to engage in targeted, discipline specific faculty recruitment at professional association meetings or conferences or special recruitment events; \$500 for production and copying of materials for AALANA recruitment</li><li>• \$ 9,000 – Targeted advertising and database acquisition fees – broad and national, yearlong advertising campaign to build awareness of ISU’s commitment to diversity and job opportunities. Outlets to include <i>Chronicle of Higher Education</i>, <i>Inside Higher Education</i>, <i>Hispanic Outlook</i>, <i>Diverse Issues in Higher Education</i>, and HigherEdJobs.com</li><li>• \$20,000 – Scholar Collaboration and Prospective Faculty Day - 20 scholars @ \$1,000 for travel, hotel, meals, honorarium, materials and proceedings book</li></ul>
3. \$ 6,500	<b>Search training for department chairs, search chairs and committees</b> <ul style="list-style-type: none"><li>• \$ 600- for training materials production and copying</li><li>• \$ 5,900 – \$3,500 travel budget augments for workshop participation (100 @ \$35), \$2,400 process partners stipends (8 @ \$300)</li></ul>
4. \$ 19,300	<b>Mentoring program</b> <ul style="list-style-type: none"><li>• \$ 2,400 – Early career mentoring faculty webinar with \$1,500 honoraria for speaker with expertise in tenure and promotion of AALANA faculty &amp; \$900 for 30 books @ \$30</li><li>• \$16,900 – New &amp; early career mentoring program with .25 FTE (\$12,000) coordinator and \$4,900 mentor stipends (14 @ \$350)</li></ul>
5. \$ 40,000	<b>Other policy and practice changes that support this initiative</b> <ul style="list-style-type: none"><li>• \$20,000 - \$2,000 incentive for 10 AALANA hires for early career support</li><li>• \$20,000 - \$5,000 per visiting scholar for 4 visiting scholars</li></ul>
6. \$ <u>0</u>	<b>Unit/college/university diversity plans</b>
\$ 113,300	<b>TOTAL FOR FY 12</b>