Strategic Plan – Initiative Work Plan FY2014

Initiative Name   Diversifying the faculty initiative   **Date 5/31/13**

Goal # 6   **Goal Chair(s)   Dan Bradley and Dianne McKee**

Initiative #   4b   **Initiative Chair(s) Kandace Hinton**

Purpose Statement

Enhancing and increasing the diversity within the faculty domain of Indiana State University is a top priority of President Dan Bradley and is a major thrust of the Strategic Plan.

1. Introduction/Background – What?

Indiana State University values diversity in all of its forms and seeks through various mechanisms to:

1. Recruit talented and diverse faculty to ISU
2. Reframe the search processes and approaches to deepen pools and increase external interest
3. Retain talented and diverse faculty at ISU
4. Position ISU and Terre Haute as an institution and community of choice for diverse candidates

In order to provide a high-quality education for students and create an inclusive environment for all employees, ISU must make equity a priority in all facets of the campus community. According to Albertine and McNair (2011):

> Such a priority means **acknowledging**, **not ignoring** the power of race, ethnicity, sexual orientation, and socioeconomic class as elements of identity that continue to influence access to quality education. Seeking inclusive excellence calls for an examination of institutional *policies*, *procedures*, and data as well as to address individual and collective *beliefs* and *prejudices*. It asks us to cultivate equity-mindedness (pp. 3-4).

2. Proposal/Purpose/Justification – Why?

The purpose of this proposal is to provide justification of the significance of hiring and retaining African American faculty at Indiana State University. According to Fleming (1984) and others (Patitu & Hinton, 2003; Fleming, 2012), African American students tend to graduate from institutions with significant numbers of faculty and administrators at higher rates than at institutions without. Indiana State University enrolls the highest percentage of African American students than any other 4-year postsecondary institution in the state. Furthermore, these students make up the vast majority of the racial/ethnic minority demographic at ISU.

Recruiting, hiring, and retaining African American faculty will have to take on a different approach from the normal search processes. The purpose of Goal 6, Initiative 4b, is the following:

•Accelerate hiring of African American faculty so that by 2017, the gap between this group and the percent of African Americans in the student body is narrowed by 50%.

3. Discussion of Past Years Results – Benchmark Successes?

The process of increasing the hiring of African American faculty has taken on two approaches over the past three funding cycles. The initial two years of funding Scholar Collaboration and Prospective

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Faculty Day was the primary recruiting tool for the opportunity hire program. The purpose of this approach was to develop a pipeline of interest in faculty opportunities at Indiana State University. The first year, three new African American faculty were hired through this process; an additional two were hired through the normal search process. The second year of the program, utilizing Scholar Collaboration and Prospective Faculty Day, two African American faculty were hired. During FY 2013 a different recruiting approach focused on seeking out candidates at job and career fairs, professional conferences, and personal contact at institutions graduating significant numbers of African American doctorates, to date four hires have been made through the opportunity/targeted hire program and an additional four faculty have been hired through the normal search process.

4. Work Plan, Next Fiscal Year – Action Steps – Process – How?

1. Collect a list of positions that deans and department chairs are interested in pursuing for the Opportunity/Targeted Hires Program.
2. Harvest and glean the field of doctoral producing institutions, professional and academic associations, national registries, online diversity job fairs, career fairs at conferences, and one-on-one contact from collegial networking to find potential faculty candidates.
3. National advertising media (CHE, Diverse Issues in H.E., HigherEdJobs.com)
4. Collect and disseminate CVs to department chairs who have expressed need for follow-up.
5. Invite potential faculty candidates to ISU in clusters of three to meet with and interview in departments (competing individuals will not be clustered at the same time). These visits will include a reception hosted by the Black Faculty and Staff Caucus.
6. Follow-up with chairs about any issues or areas to provide assistance during negotiations with candidates if offers are made and if chairs seek such help.
7. Utilize senior faculty in each college and the library as equity advisors to serve as the resident scholar for the diversifying the faculty initiative. These senior scholars will assist in promoting awareness of the opportunity/targeted hiring program as well as working with departmental faculty search committees to consider alternative ways to conduct approved searches.

5. Reporting and Deliverable Schedule – When?

1. Hire graduate assistant (August 1, 2013)

2. Identify professional conferences and job fairs (August 1, 2013)

3. Begin developing recruiting materials (opportunity/targeted hiring brochures/fliers, standing banner, preparing electronic mailing to doctoral granting historically Black colleges and universities) (September 1, 2013)

4. Meet with Deans and department chairs to get feedback and evaluate the previous year. Also, meeting with Deans will include a request to appoint a senior faculty equity advisor (September 15, 2013)

5. Conduct faculty search workshop (October 15, 2013)

6. Recruitment travel (September 2013 – May, 2014)

7. Prospective Scholar on campus visits (July, 2013- June 2014)

8. Advertise in national media (contingent upon Provost approval of faculty searches)

6. Budget – How Much, a General Discussion of Funds Use?

In general, the requested funds will be used to support the initiative to hire more African American faculty during FY2014. Specific uses of funds are as follows:

Budget Item	Budget Request	% of Budget
Special Assistant to the Provost for Diversifying the Faculty Initiative	$20,000	%16
Startup funds for new faculty	$10,000	%8
Doctoral student grad assistant tuition waiver (amount based on 2012-13 tuition rates; please adjust for 2013-14)	$9,882	%8
Doctoral student stipend	$9,000	%7.3
webmaster (master's level student; expense shared with initiative 4a)	$3,520	%3
graphic artist student worker (expense shared with initiative 4a)	$3,520	%3
marketing and promotional items for opportunity/targeted hire program	$5,000	%4
computer for grad assistant; Ipad upgrade for the special assistant	$1,500	%1
faculty travel for recruiting	$15,000	%12.25
Prospective scholar visits to ISU	$20,000	%16
webinars, books, search committee training	$7,000	%6
professional development for faculty (support faculty for NCORE, Faculty of Color conference)	$7,500	%6.1
Data base purchase memberships	$2,500	%2
Total FY 2013-14 Budget Request	**$122,422**	**%100**

7. Stakeholders and Management Plan – Who?

Overall vision and direction of Goal 6 Initiative 4B: Increase the diversity of faculty demographic at ISU will be provided by the Special Assistant to the Provost. Management Partners are:

- o Elonda Ervin, Goal 6 Initiative 4A Chair, University Diversity Officer
- o Lindsey Eberman, Goal 6 Initiative 1 Chair, Enhance the Quality of Life of Faculty and Staff
- o Lisa Spence, Goal 6 Initiative 2 Chair, Enhance the Development of Faculty
- o Will Downs, Goal 6 Initiative 3 Chair, Enhance the Development of Staff
- o Bonita McGee, Director of Office of Affirmative Action
- o Tami Weinzapfel-Smith, Director of Employee Relations, Human Resources

Implementation team members (Mary Howard-Hamilton, Ann Chirhart, Alister McCleod, Duwena Wyre, Azizi Arrington-Bey, and equity advisors)

8. Outcome Assessment & Future Testing

1. Increased numbers of African American faculty (hired and retained)

2. Faculty searches yield more candidates from underrepresented groups and hires are made

3. Feedback from search workshops and diversity training, deans, department chairs, and scholar visits will be sought out using qualtrics and other means.

4. Seek feedback from current African American faculty around issues of job and community satisfaction, and professional development opportunities.

5. Track interest in the diversifying the faculty initiative by using Google analytics to determine visits to the website.

9. Line Item Budget Discussion that tracks Budget Templates …

(These sections also need to be as long as is necessary to articulate ach of the budget line items.)