

# Strategic Plan – Initiative Work Plan FY2015

Initiative Name Expand the diversity found in the composition of faculty at ISU Date 5/30/2014

Goal # 6 Goal Chair(s) Dan Bradley and Diann McKee

Initiative # 4b Initiative Chair(s) Richard Williams

## Thesis Statement

The purpose of this initiative is to enhance the recruitment and retention of minority faculty at Indiana State University.

### 1. Introduction/Background – What?

A thriving environment of diversity and inclusion is crucial:

- to fulfilling our commitment as an Indiana public institution of higher learning,
- to strengthening our academic and research mission and
- to optimizing our community engagement.

We use the definition of diversity adopted by the Indiana State University President’s Council on Diversity:

- Recognizing and embracing the unique contributions of individuals;
- Respecting personal experiences, beliefs, and worldviews;
- Affirming that persons and groups may be at different levels of understanding and comfort with the subject of diversity but all gain through dialogue, reflection, and new experiences; and
- Celebrating inclusiveness by building alliances across people and processes.

A commitment to diversity demands a commitment to research, teaching and community engagement on social issues. Diversity and inclusion are community characteristics we value and are priorities for our University scholarship.

### 2. Proposal/Purpose/Justification – Why?

For Indiana State University to fulfill its mission of enhancing the recruitment and retention of minority faculty, it must develop a culture of inclusive excellence. Although the specific target groups for this initiative focus on African American and Hispanic faculty, taking a holistic view will be a top priority. This integrative approach will require setting milestones for the next fiscal year, while making progress toward the longer-term outcomes that will be outlined in the University’s Diversity Plan currently being written by the Council on Diversity.

Inclusive excellence, as defined by Association of American Colleges and Universities (AACU), is:

The active, intentional, and ongoing engagement with diversity—in the curriculum, in the co-curriculum, and in communities (intellectual, social, cultural, geographical) with which individuals might connect—in ways that increase awareness, content knowledge, cognitive sophistication, and empathic understanding of the complex ways individuals interact within systems and institutions. Making excellence inclusive is thus an active process through which colleges and universities achieve excellence in learning, teaching, student development, institutional functioning, and engagement in

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local and global communities. (Association of American Colleges and Universities at website: [http://aacu.org/compass/inclusive\\_excellence.cfm](http://aacu.org/compass/inclusive_excellence.cfm))

Moving forward, we propose using a model of inclusive excellence in recruiting and retaining minority faculty. There is a clear disparity in the proportion of African American faculty to the proportion of African American students. See Table 2 below. Even though we did have a 1.1% growth in African American faculty in Fall 2013, there is still a large gap between the proportion of African American faculty and the African American student population. The current rate at which we are closing the gap is not sufficient.

See Goal 6, Strategic Planning Benchmarks for the latest faculty numbers and projected counts.

<http://irt2.indstate.edu/ir/assets/splan/benchmarks/Goal6Benchmarks.pdf>

**Table 1: Number of African American and Hispanic full-time faculty**

	PREV 3YR AVG	2009	2010	2011	2012	2013	GOAL 2014	GOAL 2017
<b># of African American and Hispanic full-time faculty</b>	<b>21</b>	<b>21</b>	<b>23</b>	<b>32</b>	<b>30</b>	<b>33</b>	<b>35</b>	<b>58*</b>

\*78 was the previous 2017 goal

**Table 2: Comparison of Minority Faculty to Student Population**

Ethnicity	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013
% of African American Faculty/ % of African American Students	<b>2.2% / 13.0%</b>	<b>1.8% / 14.7%</b>	<b>3.3% / 14.3%</b>	<b>2.8% / 15.3%</b>	<b>3.9% / 16.4%</b>
% Student/Faculty Gap	<b>-10.8%</b>	<b>-12.9%</b>	<b>-11%</b>	<b>-12.5%</b>	<b>-12.5%</b>
% of Faculty Growth		<b>-0.4%</b>	<b>+1.5%</b>	<b>-0.5%</b>	<b>+1.1%</b>
% of Hispanic Faculty/ % of Hispanic Students	<b>2.0% / 1.8%</b>	<b>2.8% / 1.3%</b>	<b>3.3% / 2.4%</b>	<b>3.2% / 2.8%</b>	<b>2.8% / 3.2%</b>
% Student/Faculty Gap	<b>+0.2%</b>	<b>+1.5%</b>	<b>+0.9%</b>	<b>+0.4%</b>	<b>-0.4%</b>
% of Faculty Growth		<b>+0.8%</b>	<b>+0.5%</b>	<b>-0.1%</b>	<b>-0.4%</b>

Note: Faculty counts include: all full-time faculty (T, TT, FT not TT) - does not include part-time lecturers or instructors

### **3. Discussion of Past Years Results – Benchmark Successes?**

The process of recruiting and hiring African American faculty has focused on two approaches over the past four funding cycles. In the initial two years of funding, a *Scholar Collaboration and Prospective 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 (FY 10-11), three (3) new African American faculty were hired through this process; an additional two (2) were hired through the normal search process.

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- FY 11-12, utilizing the Scholar Collaboration and Prospective Faculty Day and normal search processes, two (2) African American faculty were hired.
- Year three (FY 12-13), 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.
- During this last fiscal year (FY 13-14), no recruiting efforts of minority faculty were undertaken by this initiative. Faculty travel expenses for recruitment continued to be paid through this initiative, along with the following purchases:

Faculty sponsored travel	\$12,367.47
Supplies/Expenses	\$2,236.10
National Targeted Advertising	\$2,747.50
The Registry Texas Tech University Data Purchase Memberships	\$ 750.00
Student wages	\$7,040.00
New faculty polo	\$1,817.00
New Black faculty book <i>The Black Academic's Guide to Winning Tenure –Without Losing Your Soul</i>	\$ 214.41

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

#### Aim 1: Commission an institutional analysis to determine the racial/ethnic climate related to faculty

**Objective 1:** Commission an outside consultant to conduct an internal and external (surrounding Vigo county) qualitative climate study with specific emphasis on racial/ethnic issues related to faculty success

**Deliverables:**

- Develop a RFP to solicit proposals from consulting agencies
- Review proposals and sign contract with consultant to begin work
- Consultants will provide a report that details an analysis of the climate and provide recommendations for transformational change and best practices to achieve the change

**Objective 2:** Gather institutional data concerning recruitment, retention, position, and promotion of faculty

**Deliverables:**

- Work with Institutional Research and external consultant to build a University diversity dashboard to track recruitment and retention efforts

#### Aim 2: Develop recruitment and retention plan based on best practice models in higher education

**Objective 1:** Investigate best practices and policies around diversity in higher education

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## Deliverables:

- Members of the diversity task force will decide on institutions to partner with, visit, learn from these groups, present what is learned to Indiana State faculty and graduate students, and take what is learned to help develop the tool kit and strategies at ISU.
  - Four (4) campus site visits will occur throughout the fiscal year
    - Two (2) members of the task force will travel to each college and this will be distributed among the four Deans and Diversity Officer
    - One visit to HBCU and one visit to a historically Latino institution
    - One visit to regional institution that mirrors ISU and is recognized for their diversity initiatives
    - One visit to University of Michigan to learn more about the *Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE)* committee for recruiting faculty
  - Presentations to the ISU campus (faculty and graduate students) will be given regarding what has been learned from these other institutions
  - ISU will develop a partnership with these institutions to continue collaboration and exchange of knowledge around diversity in higher education

**Objective 2:** Develop processes and procedures around recruitment and retention of minority faculty

## Deliverables:

- A recruitment toolkit will be developed and made available to campus to aid in the recruitment and retention of minority faculty. The toolkit may include processes, procedures, resources, programs and forms that faculty can use during recruitment, hiring, and when fostering the development of minority faculty.

## Aim 3: Reconstruct a University-wide infrastructure for diversity and inclusion based on a model of inclusive excellence

**Objective 1:** Operationalize inclusive excellence for ISU

## Deliverables:

- Develop a white paper that will apply a framework for inclusive excellence to Indiana State

**Objective 2:** Develop an organizational chart that will depict a new structure for diversity-related offices at the University

## Deliverables:

- Improve cross-functional ties between the following offices and functional areas:
  - EEO
  - Affirmative Action
  - Office of Diversity
  - Council on Diversity
  - Legal Compliance
  - Recruitment of minority students
  - Diversity-related functions for students, faculty, and staff

**Objective 3:** Propose changes to the handbook language regarding Council on Diversity

## Deliverables:

- Redraft the handbook language pertaining to the Council on Diversity to be approved by the University Senate

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- Draft a procedural document that outlines the means by which the Council on Diversity and the Office of Diversity programs are funded, developed, implemented, and administered.

### Hiring of Post-doctorate Fellow

**Rational:** This initiative will be managed by a partnership of four deans and the Provost. A post-doctorate fellow will be hired to help implement and evaluate the efforts put forth in this proposal. The four deans will work in partnership to mentor this fellow in the area of recruitment and retention of minority faculty. A longer-term goal will be for the recruitment of this fellow into a faculty position. The faculty fellow will be responsible for the implementation and evaluation of the aims and publishing the results associated with this initiative.

## 5. Reporting and Deliverable Schedule – When?

### Aim 1: Commission an institutional analysis to determine the racial/ethnic climate related to faculty

**Objective 1:** Commission an outside consultant to conduct an internal and external (surrounding Vigo county) qualitative climate study with specific emphasis on racial/ethnic issues related to faculty success

**Deliverables:**

- Develop a RFP to solicit proposals from consulting agencies **(July – August 2014)**
- Review proposals and sign contract with consultant to begin work **(September 2014)**
- Consultants will provide a report that details an analysis of the climate and provide recommendations for transformational change and best practices to achieve the change **(April 2015)**

**Objective 2:** Gather institutional data concerning recruitment, retention, position, and promotion of faculty

**Deliverables:**

- Work with Institutional Research and external consultant to build a University diversity dashboard to track recruitment and retention efforts **(September 2014 – April 2015)**

### Aim 2: Develop recruitment and retention plan based on best practice models in higher education

**Objective 1:** Investigate best practices and policies around diversity in higher education

**Deliverables:**

- Members of the diversity task force will decide on institutions to partner with, visit, learn from these groups, present what is learned to Indiana State faculty and graduate students, and take what is learned to help develop the tool kit and strategies at ISU. **(September 2014 – February 2015)**
  - Four (4) campus site visits will occur throughout the fiscal year
    - Two (2) members of the task force will travel to each college and this will be distributed among the four Deans and Diversity Officer
    - One visit to HBCU and one visit to a historically Latino institution
    - One visit to regional institution that mirrors ISU and is recognized for their diversity initiatives

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- One visit to University of Michigan to learn more about the *Strategies and Tactics for Recruiting to Improve Diversity and Excellence* (STRIDE) committee for recruiting faculty
- Presentations to the ISU campus (faculty and graduate students) will be given regarding what has been learned from these other institutions
- ISU will develop a partnership with these institutions to continue collaboration and exchange of knowledge around diversity in higher education

**Objective 2:** Develop processes and procedures around recruitment and retention of minority faculty

**Deliverables:**

- A recruitment toolkit will be developed and made available to campus to aid in the recruitment and retention of minority faculty. The toolkit may include processes, procedures, resources, programs and forms that faculty can use during recruitment, hiring, and when fostering the development of minority faculty. **(January – April 2015)**

### Aim 3: Reconstruct a University-wide infrastructure for diversity and inclusion based on a model of inclusive excellence

**Objective 1:** Operationalize inclusive excellence for ISU

**Deliverables:**

- Develop a white paper that will apply a framework for inclusive excellence to Indiana State **(August 2014 – April 2015)**

**Objective 2:** Develop an organizational chart that will depict a new structure for diversity-related offices at the University **(August 2014 – April 2015)**

**Deliverables:**

- Improve cross-functional ties between the following offices and functional areas:
  - EEO
  - Affirmative Action
  - Office of Diversity
  - Council on Diversity
  - Legal Compliance
  - Recruitment of minority students
  - Diversity-related functions for students, faculty, and staff

**Objective 3:** Propose changes to the handbook language regarding Council on Diversity

**Deliverables:**

- Redraft the handbook language pertaining to the Council on Diversity to be approved by the University Senate **(July 2014 – October 2014)**
- Draft a procedural document that outlines the means by which the Council on Diversity and the Office of Diversity programs are funded, developed, implemented, and administered. **(August 2014 – April 2015)**

### Hiring of Post-doctorate Fellow

**Rational:** This initiative will be managed by a partnership of four deans and the Provost. A post-doctorate fellow will be hired to help implement and evaluate the efforts put forth in this proposal. The four deans will work in partnership to mentor this fellow in the area of recruitment and retention of minority faculty. A

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longer-term goal will be for the recruitment of this fellow into a faculty position. The faculty fellow will be responsible for the implementation and evaluation of the aims and publishing the results associated with this initiative.

- Write position description and post position on ATS (**July 2014**)
- Interview candidates and hire (**September 2014**)

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

In general, the requested funds will be used to support the three aims outlined below, along with the hire of a full-time post-doctorate fellow.

#### **Aim 1: Commission an institutional analysis to determine the racial/ethnic climate related to faculty**

**Budget Total = \$100,000**

The total funds requested to support this aim will be used to commission an outside consultant to conduct an internal and external (surrounding Vigo county) qualitative climate study with specific emphasis on racial issues related to faculty success. Consultants will provide a report that details an analysis of the climate and provide recommendations for transformational change and best practices to achieve the change.

#### **Aim 2: Develop recruitment and retention plan based on best practice models in higher education**

**Budget Total = \$19,400**

Work to support this aim will consist mainly of time and research efforts from the task force in collaboration with Institutional Research. Funding being requested in support of this aim will be used for the diversity task force's travel expenses to peer institutions and for the production of the recruiting toolkit.

#### **Aim 3: Reconstruct a University-wide infrastructure for diversity and inclusion based on a model of inclusive excellence**

**Budget Total = \$0**

Majority of the deliverables for this aim will only require time and dedication from the task force and administration at ISU. During FY15, majority of this work will be in the planning stage. A recommendation for structural and programmatic change will be made by the end of the fiscal year. To put these changes into effect may require additional funding, but those can be requested during FY16.

#### **Post-doctorate Fellowship and Graduate Assistant**

**Budget Total = \$71,834**

A large portion of the requested funds will go toward the salary of a 1-year post-doctorate fellow that will be a key component in the success of these deliverables. A graduate assistant will be mentored by the post-doctorate fellow and provide assistance with research, publications, and documentation.

### **7. Stakeholders and Management Plan – Who?**

The diversity task force, along with the post-doctorate fellow and outside consultant, will be responsible for administering the action plan outlined above. The proposal requires a total restructuring of the diversity efforts and groups from across campus. This will require expertise and manpower. The immediate hire of a post-doctorate fellow will be crucial in order to move forward quickly with these activities and to make meaningful progress.

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## Diversity Task Force

Name	Role	Title
Kandi Hill-Clarke	Member	Dean, Bayh College of Education
Jack Turman	Member	Dean, College of Nursing, Health and Human Services
Brien Smith	Member	Dean, Scott College of Business
Lynn Maurer	Member	Dean, College of Graduate and Professional Studies
Elonda Irvin	Member	Diversity Officer, Office of Diversity
Sarah Pigg	Project Manager	IT Project Manager

## **8. Outcome Assessment & Future Testing**

*(How will we know that we were successful?)*

Success will be measured by the production of the deliverables outlined above. These deliverables will be used to establish future benchmarks to evaluate the minority faculty recruitment and retention efforts.

A successful outcome will be that we have defined the climate for underrepresented minority faculty at ISU and having conducted a thorough study of best practices, the task force will have defined an inclusive excellence model that fits ISU. As a result, our long-term goals past this fiscal year include closing the disparity between the proportion of minority faculty, and the proportion of minority students, as outlined in Table 2 above, along with the increased success of recruitment, retention, and promotion of underrepresented minority faculty.

## **9. Line Item Budget Discussion that tracks Budget Templates ...**

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

### Labor

**Faculty Salaries - Post doctorate Fellow** **\$45,000**

This initiative will be managed by a partnership of four deans and the Provost. A post-doctorate fellow will be hired to help implement and evaluate the efforts put forth in this proposal. The four deans will work in partnership to mentor this fellow in the area of recruitment and retention of minority faculty. A longer-term goal will be for the recruitment of this fellow into a faculty position. The faculty fellow will be responsible for the implementation and evaluation of the aims and publishing the results associated with this initiative.

**Graduate Student Tuition Waivers** **\$16,584**

**Graduate Student Stipends** **\$10,250**

A graduate assistantship will offer one graduate student a full tuition waiver and stipend. This graduate assistant will be mentored by the post-doctorate fellow and provide assistance with research, publications, and documentation.

### Operational

**Supplies/Expenses** **\$5,000**

These funds will be used to develop the recruiting toolkit, along with the production of marketing materials that may include direct mail pieces for faculty and staff, diversity promotional items for new faculty and other necessary printed materials.



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### Travel

**\$14,400**

Members of the diversity task force will decide on institutions to partner with, visit, learn from these groups, present what is learned to Indiana State faculty and graduate students, and take what is learned to help develop the tool kit and strategies at ISU.

- Four (4) campus site visits will occur throughout the fiscal year
  - Two (2) members of the task force will travel to each college and this will be distributed among the four Deans and Diversity Officer
  - One visit to HBCU and one visit to a historically Latino institution
  - One visit to regional institution that mirrors ISU and is recognized for their diversity initiatives
  - One visit to University of Michigan to learn more about the *Strategies and Tactics for Recruiting to Improve Diversity and Excellence* (STRIDE) committee for recruiting faculty

4 visits x 2 staff @ est. \$1,800/visit/person (includes airfare if applicable, hotel, food, parking, etc.)

### Contractors/Consultants

**\$100,000**

Commission outside consultant to conduct an internal and external (surrounding Vigo county) qualitative climate study with specific emphasis on racial issues related to faculty success. Consultants will provide a report that details an analysis of the climate and provide recommendations for transformational change and best practices to achieve the change.

**Grand Total = \$191,234**