

Diversity, Equity and Inclusion Initiatives: Faculty and Staff Recruitment and Retention

FIDC, SPRING 2020

SUBMITTED APRIL 2020

MCDANIEL
COLLEGE

The Faculty Inclusion and Diversity Committee

The Faculty Inclusion and Diversity Committee is composed of: the Dean of the Faculty (ex officio) Equal Opportunity Policy Advisor for Faculty Searches (ex officio), and three faculty serving for three-year terms with one term expiring each year. Elected members of the committee serve as Equal Opportunity Policy Representatives on faculty searches as requested by the Equal Opportunity Policy Advisor for Faculty Searches, and as the elected faculty representatives on the Campus Diversity Council.

The Faculty Inclusion and Diversity Committee:

- Promotes the hiring and retention of an inclusive and diverse faculty
- Reviews and recommends policies promoting intercultural competence and inclusion in the classroom and academic programs;
- Fosters faculty awareness of best practices for inclusion and diversity in pedagogy and campus life; and
- Acts as liaisons between the Campus Diversity Council and the Faculty that report was submitted in April of 2020 in response to a charge from the provost, which was issued September of 2019.

Provost Charge

This report was submitted in April 2020 in response to the following charge given by the Provost:

Given the mandate of FIDC and larger institutional goals, I am asking the FIDC to focus the committee's work on the following this year:

- *Conduct research into institutional statements about diversity used by other institutions. Create drafts of 3 different versions which could be presented to and discussed with faculty on 10/22 at a faculty development event*
- *Work with HR to develop a proposal for ways to improve recruitment and retention of employees from underrepresented groups*
- *Develop an FIDC-led faculty development event for the spring semester*
- *Find a speaker for next year's invited speaker session about a diversity-related topic for the August Faculty Development Retreat*

Special Advisor to the Provost on Diversity Initiatives

The FIDC worked carefully with the Special Advisor to the Provost on Diversity Initiatives, which was a new position first established in the fall of 2019. This was the charge of the Special Advisor for the first year: ·

- Develop a list of readings to share with the FIDC on recruiting and retaining faculty.
- Collaborate with FIDC on preliminary recommendations for the HR Director and work independently with her on a proposal to be brought back to the committee, and ultimately to the President's Council.
- Interview both current and former faculty and staff of color to understand specific diversity issues unique to McDaniel College to be brought back to the FIDC to provide guidance on the recruitment and retention of faculty/staff of color.
- Work with the Center for Experience and Opportunity and other campus stakeholders to develop a multi-year plan for strategic diversity-related efforts within the city of Westminster.

THIS DOCUMENT HAS 5 SECTIONS:

- 1) Recruitment initiatives
- 2) Revisions in trainings and procedures for search committees
- 3) Retention initiatives
- 4) Faculty and staff development/training
- 5) Assessment

1) Recruitment Initiatives

- **Advertising**
 - Use at least one advertisement site or affinity group that specifically targets candidates of diverse background for each faculty and staff search.
 - Explore the possibility of joining the Prism Network to racially diversify our workforce - prismnetwork.org
 - Create connections with HBCI's to find grad students and other graduate programs which recruit a high percentage of minority students.
 - We could host small conferences in disciplines where we know people will be retiring to get people to our campus.
- **Add a standard question to each application to obtain the candidate's perspective on how they incorporate principles of equity and inclusion in their current position or how they would envision doing so at McDaniel.**
 - Link to our Diversity & Inclusion statement in all job ads
- **Develop career ladder for our students beginning as student workers. Encourage alumni to come back as professors or staff.**
 - GPS could consider developing a Masters program in Higher Education, Administration, etc. to recruit staff
- **Research and submit grants to support diversity hires - Jesse Dupont Grant, Mellon Grant.**
- **Our website should state the diversity of our student body as that will attract diverse faculty; Extend focus beyond race to GLBTQ, international populations, veterans, and people with disabilities.**
- **Opportunity hires – If departments can find a person they want to hire who would increase diversity, Provost could approve outside of APC process.**
 - If a committee has multiple candidates who are promising and are diverse, we could hire more than one from a search.
 - Departments must address diversity impact when requesting positions
- **Consider offering a Dissertation Diversity Fellowship Program. The program hires scholars in their final year of writing their dissertation or who have just completed their dissertation. This program would include mentoring in teaching.**
- **Provost could offer small research grants to diverse faculty as incentives during job offer.**

2) Revisions in trainings and procedures for search committees

- **Revise the training process for faculty search committees**

- o Director of HR will hold standardized trainings each fall for all search committee members (instead of trainings from FIDC members) and/or provide “just in time” information for various stages of the search process.
- o FIDC & Director of HR will update content of the training materials
- o All committee members should receive training regarding implicit bias and the ways unconscious biases can impact evaluations of candidates.
- o FIDC should be notified (via Dean of the Faculty) as soon as searches are approved so that training & support can be provided to search committees even before the ad is written.
- o Provide training for Chairs/Program Coordinators hiring adjuncts without search committees

- **Revising procedures for faculty search committees & interview process**

- o Each committee member should share their list of top candidates with the search committee chair individually before the in-person committee meets so that no one is influenced prematurely by others on the committee.
- o Consider whether there should be a liaison who attends all search committee meetings or at least the final meeting to ensure bias doesn't affect the process (*may be unnecessary with proper training of all committee members*)
- o Encourage search committees to use rubrics to evaluate candidate's strengths & weaknesses as they relate to the job description. Provide sample rubrics.
- o Search committee members should be wary of the tendency to rank candidates higher for going to a liberal arts college because that favors white candidates.
- o Standardize interview interactions as much as possible (including the same ASL interpreters for all deaf candidates)
- o Develop a process whereby candidates can request a meeting with someone who can address their diversity-related questions confidentially.
- o Provide candidates information & list of resources, “Thriving in our Community,” to include information relevant to religion, gender, race, sexuality, etc.
- o Determine whether it is appropriate to have deans on faculty search committees (e.g., GPS Dean has been on many)
- o Consider an anti-bias checklist for all stages of the search process: job announcements, application reviews, reference checks, phone interviews, choosing finalists, and campus visits.

- **College could join affinity groups (e.g., HRC, Southern poverty law center) selected by FIDC or other committee.**

3) Retention Initiatives

- **Develop a campus-wide diversity and inclusion strategic plan with ideas from this document and student-focused initiatives**
 - Some ideas related to students: ODI could develop a mentoring program with six mentors to support students of color.
- **Be intentional about creating opportunities for faculty to interact and network formally and informally.**
 - Establish affinity groups for faculty and staff of marginalized groups to meet regularly (Provide modest budget to cover food).
 - Coffee hours, diversity circle discussions, conversations on race and intersectionality, etc.
- **Strategic mentoring for new faculty – group style mentoring by a faculty member of color.**
 - Create formal expectations for mentors (See <https://provost.columbia.edu/sites/default/files/content/MentoringBestPractices.pdf>)
- **Develop relationships with and provide meeting spaces for local affinity groups at no cost.**
 - E.g., PFLAG, NCAAP, Campaign for Black Male Achievement chapters in Baltimore and DC, National Black MBA Association (cost pending), Hispanic Latinos Professional Association
- **New faculty should have meetings with their Chairs which involve two-way communication: Chairs can provide feedback with actionable steps and new faculty can share their own ideas and experiences.**
- **Tenure & promotion process**
 - Expectations, procedures, and how decisions are made should be described in writing to be as transparent as possible.
 - Trainings for FAC members & Chairs to learn about the experiences of faculty from marginalized groups (emotional toll) and recognize diversity related work
- **Service**
 - Celebrate and recognize diverse service contributions and outstanding performance
 - Monitor course and service commitments to ensure faculty have feasible workloads
- **Consider creating a position of Chief Diversity Office (VP level) or expand the reach of the Diversity and Inclusion director**
- **Improve connection with Westminster so that faculty and staff feel more at home here.**
 - Embed diversity in McDaniel and Main committee and include Richard Smith on the town/gown committee.
 - Develop information packet about various cultural events, businesses, and places of worship to help faculty and staff to navigate the surrounding community
 - Facilitate more partnerships/info sharing with houses of worship (e.g., <https://isccmd.org/index.html>)
 - Continue to connect ODI with businesses and local leaders of interest
- **Consider a leadership fellows program for certain strategic initiatives to provide faculty opportunities for leadership development.**
- **Provide opportunities for faculty from marginalized groups to share their perspectives with the administration and/or pertinent committees.**

4) Faculty & Staff Development/Training

- **Provide all faculty with training in cultural sensitivity and responsiveness on a regular schedule such as once every semester.**
 - E.g., Coffee with a Black Guy open dialogues on campus www.coffeewithablackguy.com/ (proposal pending)
- **Require supervisors to complete annually SafeColleges training including Discrimination: Avoiding Discriminatory Practices and Sensitivity Awareness.**
- **Require that all faculty/staff complete as new hires and annually Title IX and Sexual Misconduct Training (already in place), Americans with Disabilities Act, Boundary Invasion, Discrimination Awareness in the Workplace, Diversity and Inclusion, Workplace Bullying: Awareness and Prevention**
- **Considering designating Diversity and Inclusion Liaisons for each department/office. Liaisons would receive training and disseminate information to their colleagues.**
- **Apply to become a Truth, Racial Healing, and Transformation Campus Center**
 - To help with retention through sustainable community wide change
 - Healourcommunities.org
- **Valuing faculty of color should involve changing the language about them from “having diverse perspectives” to “embodying critical knowledge.”**

5) Assessment

- Perform a Campus Climate Survey biennially for faculty/staff/students (\$500 for HEDS Diversity and Equity Survey)
 - Perform the Diversity, Equity, And Inclusion (DEI) Maturity Index on years then end in zero and five (no cost)
 - Do regular job satisfaction surveys – determine if there are disparities between groups
 - Examine data for promotion process to determine if there are disparities
 - Assess how well we are doing with any diversity-related recommendations we implement.
 - Conduct exit surveys of all faculty and staff to learn why they leave.
-

