

Draft
June 11, 2008

**STRATEGIC PLAN
DIVERSIFYING THE FACULTY
WASHINGTON STATE UNIVERSITY
2008 – 2011**

Mission

Washington State University is strongly committed to faculty diversity as a core value and requirement of the university's strategic plan. For purposes of this plan, diversity is defined as diversity of thought, cultures, life experiences and perspectives and is at the core of a great university. Faculty diversity leads to creativity, innovation, excellence in teaching, research and outreach, and the ability to be proactive in meeting the needs of a rapidly changing world. As a land grant university, Washington State University will recruit, retain and nurture a world class faculty that is representative of the statewide and national communities it serves.

Context

Washington State University has in place policies and practices to increase faculty diversity (e.g., Vice Provost for Faculty Affairs Report, 2007.) Current data on recruitment and retention of a diverse faculty show a need to consolidate and reinforce these efforts:

- According to the U.S. Education Department, 11 percent of WSU faculty in 2005 were U.S. racial minorities (Chronicle of Higher Education, September 28, 2007), compared to 14% for the University of Washington - Seattle and 19% for the University of Washington - Tacoma. Among its 12 peer institutions that are members of the Association of American Universities, WSU ranked last. The average for the 12 peer institutions is 16.5%.
- According to the WSU Center for Human Rights (2007), U.S. racial minorities are underutilized (percent on faculty minus percent national availability) in 53 % of WSU schools and departments. Women are underutilized in 43% of schools and departments. These percentages include fulltime instructors and clinical faculty.

Washington State University's commitment to diversity is reinforced by the United States Supreme Court in the landmark case *Grutter v. Bollinger* (2003.) The Court recognized that diversity in higher education may be a "compelling state interest," noting the role of higher institutions of learning in preparing future leaders and declaring that "all members of our

heterogeneous society must have confidence in the openness and integrity of the educational institutions that provide this training.”

While recognizing that the different manifestations of diversity are equally important; that other groups may be underrepresented in the faculty; and that there is need to track the recruitment and retention of all underrepresented groups including persons protected on the basis of sexual orientation (including gender expression and identity) and persons with disabilities, this strategic plan is particularly concerned with, but is not exclusive to, women and U.S. racial minorities in the faculty where there is underrepresentation as determined by the academic units and the Center for Human Rights. In accordance with Washington state law, this plan is not intended to grant preferences based on race, sex, color, ethnicity, or national origin.

Strategic Goals: Diversifying the Faculty

To achieve its mission of diversifying the faculty, Washington State University adopts herein a set of strategic goals to guide policy, decisions and actions. These goals will be accomplished by 2011. It is expected that the university administration and faculty will provide the support required for the attainment of these goals.

GOAL 1: CULTURE AND CLIMATE

GOAL 1: Create, nurture and support a university culture and climate that value faculty diversity as a requirement for establishing world class teaching, research and outreach.

Sub goal 1: Communicate to WSU students, faculty, staff and outside constituents including potential applicants for faculty positions that the leaders of the university are firmly committed to faculty diversity to achieve excellence in teaching, research and outreach.

Recommended actions:

- A. Distribute and publish a statement supporting faculty diversity signed by the university president, provost, academic deans and chair of the faculty senate;
- B. Reinforce this message periodically in the media, university forums, convocations and other venues;
- C. Designate a spokesperson from the Office of the Provost to engage the faculty in diversity efforts by meeting them in departments, councils, associations, public forums, the faculty senate;
- D. Develop diversity Web sites for the university and colleges.

Sub goal 2: Include faculty diversity in the university’s academic planning to ensure that diversity efforts are integrated into the institution’s short and

long term plans, budgeting and operations for teaching, research and outreach.

Recommended actions:

- A. Include faculty diversity as a goal in the university's revised strategic plan;
- B. Include faculty diversity goals in academic and budget planning by departments and colleges, such as the current status of faculty diversity, plans to advance diversity and demonstrations of inclusiveness in faculty hiring;
- C. Include diversity activities in standards for promotion and tenure;
- D. Empower, hold accountable and reward department chairs and deans for diversifying their faculties according to the goals approved by their faculties;
- E. Institute workshops and provide a manual for chairs, directors, deans and other administrators on how to increase diversity in the faculty;

Sub goal 3: Support, recognize and reward diversity activities by faculty and departments.

Recommended actions:

- A. Develop incentive programs for departments to diversify their faculties;
- B. Establish an internal awards program to recognize outstanding and innovative diversity activities of the faculty in teaching, research/scholarship/creative activity, and outreach/service. Establish an award for each of these activities. Elevate these awards to the status of the university's highest faculty awards (e.g., Sahlin awards);
- C. Ask that Faculty Diversity Award recipients promote their diversity activities to the administration, faculty senate and other university constituents;
- D. Create an award for outstanding contributions to faculty diversity that have an impact nationally or internationally, and open to candidates from outside WSU; recognize the recipient at a university convocation. Present symposia on diversity in conjunction with the convocation;
- E. Assess the feasibility of establishing a university Center or Institute to support research, teaching and outreach/service on diversity, and dissemination of results; and to provide to faculty information on funding opportunities from government, foundation and private sources.

GOAL 2: RECRUITMENT

GOAL 2: Develop, support and implement university-wide faculty recruitment policies and procedures that insure equal opportunity, inclusiveness and diverse pools of the most qualified candidates.

Sub goal 1: Enhance opportunities to hire diverse faculty by supporting existing programs and developing new ones that will attract diverse pools of the most qualified candidates.

Recommended actions:

- A. Increase the permanent funding for the partner accommodation program. Re-evaluate the program to provide more permanent support. The vice provost for faculty affairs reports that this program, with an average yearly cost to central administration of \$342,027 has been useful in faculty recruitment, particularly of underrepresented faculty;
- B. Institute and fund an “Opportunity Hiring Program” which would provide permanent positions to departments to hire exceptional faculty who can meet the diversity needs of the university.

Sub goal 2: Develop and institute a systematic plan to identify and recruit diverse pools of the most qualified applicants.

Recommended actions:

- A. Enhance the Graduate School’s Summer Doctoral Fellows Program to include a limited teaching component when appropriate and the recruitment of program participants into Postdoctoral Fellowships (see B below) and faculty applicant pools;
- B. Institute a Postdoctoral Fellowship Program to encourage outstanding diverse faculty to pursue academic careers at Washington State University;
- C. Institute formal partnerships (e.g., faculty exchanges) with colleges and universities with large populations of graduate students or faculty from underrepresented groups;

Sub goal 3: Enhance the search process to ensure that diverse pools of the most qualified candidates are aware of faculty opportunities at WSU and will have equal opportunity to be considered for faculty positions.

Recommended actions:

- A. Ask the deans to take responsibility to ensure that faculty searches include diverse pools of the most qualified candidates;
- B. Ask the deans to designate a representative to search committees as the college’s diversity advocate;

- C. Include in chairs' duties the responsibility to be a diversity advocate and resource in the department. Ask chairs to meet with each search committee in this capacity;
- D. Encourage chairs to promote faculty vacancies using directories which identify potential candidates from underrepresented groups;
- E. Provide chairs with a list of best practices for recruiting a diverse faculty. Encourage chairs to follow these practices. For example, encourage chairs to:
 - o Include diversity content or expectations in Notices of Vacancy, such as demonstrated commitment to the community and community service
 - o Appoint diverse search committees
 - o Include members of diverse groups in interviews
 - o Provide candidates with the opportunity to meet with diverse campus groups.

Sub goal 4: Enhance the attractiveness of WSU for the most qualified applicants from underrepresented groups.

Recommended actions:

- A. Provide salary and start-up enhancements from a central funding source for the most qualified diverse candidates;
- B. Coordinate the dissemination of Work/Life information such as childcare, elder care, flexible work schedules, wellness, professional development, stress management, housing and spousal (partner) employment;
- C. Provide department chairs, search committees and applicants information about WSU (e.g., work/place benefits, multicultural programs and organizations); Pullman (e.g., schools, housing) and the surrounding communities. (e.g., recreation.)

GOAL 3: RETENTION AND ADVANCEMENT

GOAL 3: Develop, support and implement university policies and procedures to insure retention and advancement of a diverse faculty.

Sub goal 1: Enhance programs for tenure track and clinical faculty that provide information and support for successful careers at WSU.

Recommended actions:

- A. Continue to encourage faculty to attend New Faculty Orientation;
- B. Continue to encourage tenure track faculty to attend workshops on tenure and promotion;
- C. Distribute the Manual on Performance Reviews to all faculty;
- D. Coordinate and evaluate year-round career advancement workshops and brown bags for faculty.

Sub goal 2: Enhance mentoring programs to help tenure track and clinical faculty advance their careers and connect to the WSU community.

Recommended actions:

- A. Encourage formal mentoring to the full professor level;
- B. Encourage informal mentoring to socialize new faculty into the WSU community.

Sub goal 3: Provide opportunities to faculty for advancement to leadership positions at WSU.

Recommended actions:

- A. Establish a Leadership Institute to offer workshops on successful administration of an academic unit;
- B. Establish a formal internship program to match external and internal faculty with WSU administrators.

Sub goal 4: Monitor and address campus climate.

Recommended actions:

- A. Continue the WSU Climate Survey every two years. Distribute results to faculty and administrators;
- B. Identify and address campus climate issues that might affect faculty retention.

Sub goal 5: Enhance retention funding for faculty to make WSU competitive with peers.

Recommended actions:

- A. Develop guidelines and standards for retention of faculty;
- B. Include contributions to diversity in the guidelines and standards.

GOAL 4: Obtain funding from federal, state and private sources to support initiatives in this strategic plan.

Recommended actions:

- A. Institute a private fund raising campaign with emphasis on transformational grants and gifts;
- B. Provide faculty with information on funding opportunities; encourage and coordinate submissions.

GOAL 5: ASSESSMENT

GOAL 5: Develop and implement an assessment plan to evaluate progress in implementing the strategic plan.

Sub goal 1: Improve the applicant and faculty tracking systems to provide timely and valid information about faculty recruitment and retention.

Recommended actions:

- A. Implement a coordinated faculty tracking system that will provide information on recruitment, retention and advancement of all faculty, including underrepresented faculty;
- B. Continue and support the Cohort Study initiated by the Vice Provost for Faculty Affairs; include underrepresented groups in breakdowns;
- C. Create and implement a formal system for exit interviews with departing faculty.

Sub goal 2: Provide data to department chairs, deans, the provost, the vice president for Student Affairs, Equity and Diversity and the president so they can evaluate progress and address problems.

Recommended action:

- A. Submit annual reports on the implementation of the Faculty Diversity strategic plan.

PROPOSED BUDGET

Priority	Action Item from Strategic Plan/Justification	Goal	Subgoal	Rec Action	Cost per year
1.	Opportunity hires/incentive to hire	1	3A	Page 3	\$500,000
		2	1C	Page 4	
		2	4A	Page 5	
2.	Partner accommodation	2	1B	Page 4	400,000
3.	Postdoctoral fellowships	2	2B	Page 4	200,000
4.	Diversity Center	1	3E	Page 3	
		1	2E	Page 3	
	Leadership Institute	3	3A	Page 6	
	One graduate assistant with tuition waiver				12,000
	One program assistant (staff)				40,000
5.	Recruitment directories; faculty tracking software	5	3D	Page 5	15,000
		5	1A	Page 7	
6.	Recruitment travel (5 visits to "partner" univ.)	2	2C	Page 4	5,000
7.	Faculty diversity awards				
	WSU diversity award (cash prize, plaque)	1	3B	Page3	1,100
	National award (travel, plaque)	1	3D	Page 3	3,100
8.	Brochures and manuals for training, recruitment	2	4C	Page 5	2,000
TOTAL REQUEST: \$1,178,200					

TIMETABLE

Action Item	Begin	Complete	Office Responsible
1. Leaders' statement/distribution	Fall08	ongoing	Provost (P) The Division of Student Affairs, Equity and Diversity (SAED)
2. Engage faculty	Fall08	ongoing	P SAED
3. Web sites	Fall08	Spring09	SAED
4. Include in WSU strategic plan	Spring08	Fall08	P
5. Academic and budget planning	Fall08	ongoing	P
6. Diversity in promotion and tenure	Fall08	ongoing	P
7. Diversity in evaluation of deans, directors, chairs	Fall08	ongoing	P
8. Workshops/manual	Fall08	ongoing	SAED
9. Fundraising	Fall08	ongoing	P SAED WSU Foundation
10. Incentive programs for depts. to diversify faculty (e.g., opportunity hires; partner accommodation)	Fall08	ongoing	P
11. Faculty Diversity Awards, WSU	Spring08	each year	P SAED
12. Faculty Diversity Award, national; symposia	Spring09	each year	P SAED
13. Diversity Center	Fall08	ongoing	P SAED
14. Coordinate diversity grant funding sources	Fall08	ongoing	P SAED
15. Summer doctoral fellows		ongoing	Grad School (G)
16. Postdoctoral fellowships	Fall08	ongoing	G P

17. Formal partnerships with "minority" colleges/universities	Fall08	ongoing	P SAED G
18. Work/Life coordination	Fall08	ongoing	SAED
19. Faculty tracking	Fall08	ongoing	SAED Information Systems
20. New faculty orientation		ongoing	P
21. Tenure and Promotion workshops		ongoing	P
22. Career Advancement workshops	Fall08	ongoing	P SAED
23. Mentoring		ongoing	P
24. Leadership Institute	Fall08	ongoing	P SAED
25. Leadership internship program	Fall08	ongoing	P
26. Climate Survey	Fall08	every 2 years	SAED
27. Recruitment and retention data	Fall08	ongoing	P SAED
28. Retention guidelines	Fall08	ongoing	P
29. Assessment	Spring09	each year	P SAED