

	+Goals, Objectives, Intervention/Strategy, and Activities	Responsibility Center	Start Year/Quarter
	Goal 1: Increase and advance faculty from underrepresented groups, females in STEM, racial and ethnic minorities (American Indian/Alaskan native, Hispanic, Black non-Hispanic, Hispanic, and Hawaiian/Other Pacific Islander).		
1.1	Objective 1 Establish policies and practices for hiring and recruitment that lead to greater representation of women and racial and ethnic minorities in the STEM academic workforce and within the university.		
1.1.1	Intervention/Strategy Create a proactive, diversity-focused recruitment process to attract women and minority faculty applicant, focused on STEM, but applicable to all tenure-eligible positions.	HR, Team	Start
1.2	Objective 2 Increase the proportion of women and minority applicants to STEM tenure-track positions to reflect the national IPEDS proportion of PhD graduates from STEM doctoral programs.		
1.2.1	Interventions/Strategy Improve awareness of and access to national candidate pool for STEM disciplines (Advance Evaluation Toolkit)	HR, Team, OPA	S1
	Activities:	College, OPA	S1
	- Provide IPEDS data to department/college search committees to provide context for search pool.	OPA	S1
	- Engage faculty in the recruitment process, identification of candidates, outreach to institutions successfully recruiting diverse doctoral students and faculty	College	S1
	- Proactively design searches to attract a diverse pool of applicants	HR, College	S1
	- Define faculty position in widest possible terms.	College	S1
	- Use proactive language to describe WSU commitment to diversity and inclusion.	HR, DEI	S1
	- Place job announcements strategically, including websites and venues aimed at women and minorities.	HR, College	S1
	- Provide concise information to applicants on WSU policies that support women, minorities, and are family friendly.	HR	S1
	- Charge search committees with the responsibility to generate and enlarge the pool of applicants (Michigan Stride).	College	S1
1.3	Objective 3 Create Provost supported ADVANCE Faculty Initiative Program to provide resources, guidance and oversight of ADVANCE recruitment, retention, and success initiatives (Michigan Stride).		
1.3.1	Interventions/Strategies 1 Provost appointed Standing Committee to provide oversight of faculty diversity initiatives.	Provost \$\$\$	Start
1.3.2	Interventions/Strategies 2 Commitment from Provost for target of opportunity diversity hire funding.	Provost, TEAM \$\$\$	S1
1.3.3	Interventions/Strategies 3 Commitment from Provost for support for dual-career funding.	Provost \$\$\$	S1

1.4	Objective 4 Implement search and hiring policies and practices that facilitate fair and unbiased review of faculty candidates.		
1.4.2	Interventions/Strategy 1 Search and candidate review process will include provision of a toolkit that includes charge to the committee, composition of committee, requires diversity statements from candidates, and presentation to search committee about search equity and ways to overcome unintentional/implicit bias.	HR, TEAM	S2
1.4.2	Intervention/Strategy 2 Anti-bias Training for all search committee members.	TEAM \$\$\$\$	S2
1.4.3	Intervention/Strategy 3 Documentation of committee decisions	HR, College, Dept.	S2
1.4.4	Intervention/Strategy 4 Search committee will include women and minority faculty from outside the department when necessary to provide inclusive perspectives.	College, Dept.	S2
1.4.5	Intervention/Strategy 5 Utilize Faculty Equity Advisor (Goal 3) to advise committee on questions of unconscious/unintended bias.	Dept.	S2
1.5	Objective 5 Establish data tracking system to compile application and hiring stats to monitor goal attainment.		
1.5.1	Intervention/Strategies 1 Establish data tracking system to compile application and hiring stats to monitor goal attainment	HR	S1
1.5.2	Intervention/Strategy 2 Develop consistent data collection tools to collect, evaluate, and track data on programs, policies, and practices to see impact of initiatives.	TEAM	S2
1.5.3	Intervention/Strategy 3 Monitor progress with annual reports of recruitment and hiring.	TEAM	S2
1.5.4	Intervention/Strategy 4 Create a structured data tracking system as a component of the DEI assessment/evaluation plan.	HR	S3

	Goal 2: Ensure that the process for tenure and promotion is transparent, equitable, and free from explicit or implicit bias.		
	Objective 1. Ensure that guidelines for tenure and promotion are clear, lacking in bias, and adequately communicated.		
	Strategy/intervention 1. Educate chairs and deans regarding implicit bias in tenure and promotion policy documents as a topic in Chair Leadership Workshops (Goal 3).	TEAM \$\$\$	Y2 S1
	Activities:		
	Invite nationally recognized expert to hold workshops with department chairs and college deans/associate deans to address the identification of subtle biases in annual review, tenure, and promotion documents and how we can improve evaluation processes to remove gender and racial bias.	TEAM	Y2 S1
	Strategy/intervention 2. Policy Review and Revision		
	Activities:		
	- Establish a steering committee which will review university tenure and promotion guidelines and assist colleges and departments in reviewing their own guidelines.	Univ. T&P Commit. Equity Advisor, College	Y2 S2
	- Colleges and departments will review and revise their tenure and promotion guidelines to replace subjective and vague statements and remove subtle bias.	Equity Advisor, College	Y2 S2
	- Attention should be paid to ensuring that the pathway to promotion from Associate to Full Professor is clearly delineated and accommodates changes in career trajectory after tenure.	Univ. T&P Commit. Equity Advisor, College	Y2 S2
	- Steering committee will review the revised college and departmental documents and provide feedback.	College Steering Committee	Y2 S3
	Strategy/intervention 3. Mandate consistent communication of tenure and promotion guidelines	Univ. T&P Commit. Equity Advisor, College	Y2 S3
	Activities:		Y2 S3
	- Faculty are given written copies of departmental, college, and university tenure and promotion guidelines at the time of hire.	Dept., College	Y2 S3
	- Provide workshops for pre-tenure faculty on strategies for successful pursuit of tenure. At the end of the first semester all newly hired faculty members will have a worked with their department chairs to develop a personal career development plan with major milestones.	Academic Affairs Faculty Development	Y2 S3
	- Institute mandatory departmental 3rd year review across all departments and colleges	College, Dept.	Y1 S1
	- Hold Information sessions for Associate Professors to provide clear guidance and advice on promotion to full professor.	College	Y2 S3
	- Produce and disseminate a <i>Tenure and Promotion Manual</i> . Continually update the manual as necessary.	Univ. T&P Commit., Equity Advisor, College, Dept.	Y2 S3
	- Ensure that annual evaluations (e.g., Faculty Activity Report) explicitly speak to the faculty member's progress towards tenure and/or their next promotion or PIR opportunity.	College, Dept.	Y1 S1
	Objective 2. Provide support and mechanism to accommodate increased service activities and alternate career trajectories.		Concurrent with G2 S2
	Strategy/intervention 1. Review and update university, college, and departmental policies to consider the extent to which service activities and/or teaching are/can be given greater value with respect to promotion and how these will be evaluated.	Univ. T&P Commit., Equity Advisor, College, Dept.	Y2 S2
	Activities:		
	- Establish a mechanism by which faculty who take on significant service responsibilities or establish a greater teaching focus can be considered for promotion based on an assessment that assigns greater proportion to those aspects of their appointment and places relatively less emphasis on other areas, including scholarship.	Univ. T&P Commit., Equity Advisor, College, Dept.	Y2 S2
	Strategy/intervention 2. Ensure that service responsibilities are equitably assigned and compensated	Dept., Equity Advisor (Goal3)	Y2 S3
	Activities:		
	- Assess the equity of service assignments in departments ¹	Dept., Equity Advisor (Goal3)	Y2 S3
	- Make department chairs responsible for assigning service responsibilities equitably among the faculty members.	Dept.	Y2 S3

¹ ACE Equity-Minded Faculty Workloads, 2021

	<ul style="list-style-type: none"> - Colleges and departments must provide course releases and/or stipends for service responsibilities that go beyond the normal expectations with respect to the time necessary to perform those responsibilities. 	College, Dept.	Y2 S3
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	<p>Goal 3: Create and foster a culture at all levels (department, college and university) that supports recruitment, retention and advancement of women and URM (American Indian/Alaskan native, Hispanic, Black non-Hispanic, Hispanic, and Hawaiian/Other Pacific Islander)</p>		
	<p>Objective 1. Establish a program to educate and train faculty and administrators at all levels to foster awareness and reduce the impact of implicit bias.</p>		
	<p>Strategy/intervention 1. Create an Advocates and Allies' program to intentionally transform departmental and college cultures and practices.</p>	Team, \$\$\$	S2
	<p>Activities:</p>	Team	S2
	<ul style="list-style-type: none"> - Connect with ADVANCE institutions to learn implementation strategies best-suited for WSU. 	Team	S2
	<ul style="list-style-type: none"> - Secure funding to train and support first cohort of Advocates 	Team	S2
	<ul style="list-style-type: none"> - Interview potential Advocates (white male faculty) for qualities best-suited for the task of 	Team	S2
	<ul style="list-style-type: none"> - Provide opportunities for Advocates to recruit and train Allies 	Team	S2
	<p>Strategy/intervention 2. Establish Faculty Equity Advisors in each college (Faculty who are responsible for equitable processes; assist in addressing incidents of bias; oversees Tenure and Promotion and search committee's activities).</p>	Dean \$\$\$	Y1 S1
	<p>Activities:</p>		
	<ul style="list-style-type: none"> - Connect with ADVANCE institutions to learn implementation strategies particularly well-suited for WSU 	TEAM	S1
	<ul style="list-style-type: none"> - Hold college meeting with faculty, deans an chairs to draft a set of advocate responsibilities and boundaries most needed for a particular college 	Dean	S1
	<ul style="list-style-type: none"> - Interview and select college advocates 	Dean, Team	S2
	<ul style="list-style-type: none"> - Provide course release for advocates time 	Dean	S2
	<p>Strategy/intervention 3: Bystander Training for all faculty and staff.</p>	ODI	Y 1 S3
	<p>Activities:</p>		
	<ul style="list-style-type: none"> - Interview and select faculty and staff best suited to be trainers 		
	<ul style="list-style-type: none"> - Provide trainers with a stipend and time to create interactive bystander training program 		
	<ul style="list-style-type: none"> - Deliver in person bystander training sessions for WSU 		
	<p>Objective 2 Develop a variety of mentoring plans to ensure that all faculty members are able to access mentoring support throughout their careers.</p>		
	<p>Intervention/Strategy 1. Mutual or team mentoring program</p>	Academic Affairs Faculty Development, TEAM \$\$\$	Y2 S3
	<p>Activities:</p>		
	<ul style="list-style-type: none"> - Provide funding to individuals or groups of faculty for the purpose of developing mentoring networks centered around specific themes (Ex: collaborative research themes, anti-racists teaching practices, Supporting Mid-Career Female Leaders, etc.) 		
	<p>Intervention/Strategy 2. Launch Program- mentoring for new junior faculty</p>	Academic Affairs Faculty Development, TEAM, College \$\$\$	Y2 S1
	<p>Activities:</p>		
	<ul style="list-style-type: none"> - Establish resource for new tenure track assistant professors, offering support and guidance as they begin their careers 	Academic Affairs Faculty Development, TEAM \$\$\$ Y2 S3	Y2 S1
	<ul style="list-style-type: none"> - Department chairs should establish launch committees for every newly hired faculty member that include faculty at different stages of career, from different departments/colleges, and senior faculty with similar research interests that meet monthly to discuss strategies for teaching and research, build rapport with their chair, and expand their scholarly network. 	Dept. Chair	S3

	Objectives 3 Improve climate at the department level through chair training	Provost \$\$\$	S1
	Intervention Strategy Create Chair Leadership Workshop series for chairs with emphasis on Diversity, Equity and Inclusion.	Provost, Team \$\$\$	S1
	Activities:		
	- Explore different ADVANCE models and agenda items for workshops.	Team	S2
	- Secure support from participating colleges	Provost	S1
	- Institute Chair Leadership Workshop	Team	S3
	Objective 4 Establish accountability measures for gender equity and institutional diversity.	Provost	Y2 S1
	Intervention/Strategies 1 Assign responsibility for interventions, programs, policies, and reports for institutional progress on the advancement of women and minority faculty that are outlined in this document. Include procedures and consequences.		
	Activities:		
	- Involved parties develop responsibilities, consequences and procedures.	-	-
	Intervention/Strategies 2 Make Diversity, Equity and Inclusion a measure of performance for provost, dean, chair, and faculty.	Provost, TEAM	Y2 S1
	Activities:		
	- Involved parties develop measures of performance.	-	-

ⁱ Role of Advocates and Allies: Speaking up at meetings regarding gender diversity and equity; Act as an active bystander to support an inclusive, civil work environment; Invite women colleagues to collaborate on research; nominate women colleagues for awards; Serve on a committee as a gender equity proponent in place of their women colleagues to reduce the inequity of service loads