



# FIVE YEAR STRATEGIC PLAN

to remove the systemic barriers that have led to a paucity of female and minority STEM faculty at all academic ranks and their advancement into leadership positions within WSU.

## ABSTRACT

This five year strategic plan is the outcome of foundational assessment of the state of women and minority faculty in STEM disciplines at WSU that captures policies and underlying patterns of bias leading to the underrepresentation and advancement of women and minority faculty. The plan systematically addresses barriers with documented best practices that are most suitable for adoption at WSU.

## WSU ADVANCE Team

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## Goal 1: Increase and advance faculty from underrepresented groups, females in STEM, racial and ethnic minorities.

**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.

**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.

**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.

**Interventions/Strategy** Improve awareness of and access to national candidate pool for STEM disciplines (Advance Evaluation Toolkit)

**Activities:**

- Provide IPEDS data to department/college search committees to provide context for search pool.
- Engage faculty in the recruitment process, identification of candidates, outreach to institutions successfully recruiting diverse doctoral students and faculty
- Proactively design searches to attract a diverse pool of applicants
- Define faculty position in widest possible terms.
- Use proactive language to describe WSU commitment to diversity and inclusion.
- Place job announcements strategically, including websites and venues aimed at women and minorities.
- Provide concise information to applicants on WSU policies that support women, minorities, and are family friendly.
- Charge search committees with the responsibility to generate and enlarge the pool of applicants (Michigan Stride).

**Objective 3** Create Provost supported ADVANCE Faculty Initiative Program to provide resources, guidance and oversight of ADVANCE recruitment, retention, and success initiatives (Michigan Stride).

**Interventions/Strategies 1** Provost appointed Standing Committee to provide oversight of faculty diversity initiatives.

**Interventions/Strategies 2** Commitment from Provost for target of opportunity diversity hire funding.

**Interventions/Strategies 3** Commitment from Provost for support for dual-career funding.

#### **Objective 4 Implement search and hiring policies and practices that facilitate fair and unbiased review of faculty candidates.**

**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.

**Intervention/Strategy 2** Anti-bias Training for all search committee members.

**Intervention/Strategy 3** Documentation of committee decisions

**Intervention/Strategy 4** Search committee will include women and minority faculty from outside the department when necessary to provide inclusive perspectives.

**Intervention/Strategy 5** Utilize Faculty Equity Advisor (Goal 3) to advise committee on questions of unconscious/unintended bias.

#### **Objective 5 Establish data tracking system to compile application and hiring stats to monitor goal attainment.**

**Intervention/Strategies 1** Establish data tracking system to compile application and hiring stats to monitor goal attainment

**Intervention/Strategy 2** Develop consistent data collection tools to collect, evaluate, and track data on programs, policies, and practices to see impact of initiatives.

**Intervention/Strategy 3** Monitor progress with annual reports of recruitment and hiring.

**Intervention/Strategy 4** Create a structured data tracking system as a component of the DEI assessment/evaluation plan.

## 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).

**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.

**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.
- Colleges and departments will review and revise their tenure and promotion guidelines to replace subjective and vague statements and remove subtle bias.
- 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.
- Steering committee will review the revised college and departmental documents and provide feedback.

**Strategy/intervention 3.** Mandate consistent communication of tenure and promotion guidelines

**Activities:**

- Faculty are given written copies of departmental, college, and university tenure and promotion guidelines at the time of hire.
- 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.
- Institute mandatory departmental 3rd year review across all departments and colleges
- Hold Information sessions for Associate Professors to provide clear guidance and advice on promotion to full professor.
- Produce and disseminate a *Tenure and Promotion Manual*. Continually update the manual as necessary.

- 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.

**Objective 2. Provide support and mechanism to accommodate increased service activities and alternate career trajectories.**

**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.

**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.

**Strategy/intervention 2.** Ensure that service responsibilities are equitably assigned and compensated

**Activities:**

- Assess the equity of service assignments in departments
- Make department chairs responsible for assigning service responsibilities equitably among the faculty members.
- 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.

### 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)

#### 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.

**Strategy/intervention 1.** Create an Advocates and Allies<sup>i</sup> program to intentionally transform departmental and college cultures and practices.

**Activities:**

- Connect with ADVANCE institutions to learn implementation strategies best-suited for WSU.
- Secure funding to train and support first cohort of Advocates
- Interview potential Advocates (white male faculty) for qualities best-suited for the task of
- Provide opportunities for Advocates to recruit and train Allies

**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).

**Activities:**

- Connect with ADVANCE institutions to learn implementation strategies particularly well-suited for WSU
- Hold college meeting with faculty, deans and chairs to draft a set of advocate responsibilities and boundaries most needed for a particular college
- Interview and select college advocates
- Provide course release for advocates time

**Strategy/intervention 3:** Bystander Training for all faculty and staff.

**Activities:**

- Interview and select faculty and staff best suited to be trainers
- Provide trainers with a stipend and time to create interactive bystander training program
- Deliver in person bystander training sessions for WSU

#### Objective 2 Develop a variety of mentoring plans to ensure that all faculty members are able to access mentoring support throughout their careers.

**Intervention/Strategy 1.** Mutual or team mentoring program

**Activities:**

- 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.)

**Intervention/Strategy 2.** Launch Program- mentoring for new junior faculty

**Activities:**

- Establish resource for new tenure track assistant professors, offering support and guidance as they begin their careers
- 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.

**Objectives 3 Improve climate at the department level through chair training**

**Intervention Strategy** Create Chair Leadership Workshop series for chairs with emphasis on Diversity, Equity and Inclusion.

**Activities:**

- Explore different ADVANCE models and agenda items for workshops.
- Secure support from participating colleges
- Institute Chair Leadership Workshop

**Objective 4 Establish accountability measures for gender equity and institutional diversity.**

**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.

**Activities:**

- Involved parties develop measures of performance.

<sup>i</sup> 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