College of Arts & Sciences

Action Item	Implementation Plan	Timeline	Measurable Outcomes	University Plan Alignment
Goal 1 **Create a climate in which all faculty and staff in the college are included and respected, and feel that they can be productive and meet their professional aspirations.**				
Action Item 1.1 Ensure equitable policy and process	Infuse DEI training with ongoing leadership development of deans, department chairs, and other academic leaders with a two-day workshop led by consultants from the Race Matters Institute of JustPartners, Inc. Workshops to focus on how policies and processes can create an equitable and inclusive college ecosystem. Examine and revise policies and processes using the tools learned; submit revised policies to the appropriate governance bodies.	June 2021 training; Academic year 2021 – 2022 policy examination; 2023 – 2024 full approval	College leaders gain the perspective and tools needed to advance equitable and inclusive practices and policies. Policy statements and review manuals fully vetted and approved.	Nature of Work
Action Item 1.2 Create equitable service policies and recognition.	Develop service expectations for all faculty that distribute service equitably in the department, but also across the college and university. Recognize the full portfolio of service at all levels of the university, including faculty and student mentoring and service for the discipline nationally and internationally. Reduce committee demands and other service effort where possible.	2021 - 2023	Standard and transparent service policies and expectations vetted and approved.	Nature of Work

Action Item 1.3 Develop equitable student mentoring policies and recognition.	Develop strategy for recognizing, supporting, and formalizing URM student advising as a part of workload	2021 - 2023	Standard and transparent mentoring policies and expectations vetted and approved	Nature of Work
Action Item 1.4 Communicate DEI goals and action items	Elevate and communicate broadly the activities of the Equity, Engagement, and Mentoring Working Group, the Center for Studies on Africa and its Diaspora, research and academic programs focused on social transformation, and other college DEI efforts; create a diversity speaker series to bring distinguished guests and college faculty together to address research and programs on topics of interest to a diverse faculty.	2022 and beyond	Clear communication of programs and effort	
Action Item 1.5 Work with the university to analyze and address salary compression and inversion.	Address salary inversions and compression in partnership with the university as resources allow; avoid inequities in salary	Ongoing	Reduction in faculty with inverted and compressed salaries	

Goal 2
Increase the percent of faculty who are from URM groups.

Background: Beginning in fall 2018, extensive changes to faculty search process took place:
-The college created benchmark data and hiring goals in 2018 as a part of the college strategic plan. These should be used in measuring our success.
-All faculty search committee chairs receive extensive training in inclusive faculty searches.
-Job ads have explicit language addressing expectations for a diverse academic environment.
-Job postings expanded to include venues that would receive notice of candidates from underrepresented groups.
(related to EEM recommendations I-A, I-B)

Action Item 2.1 Use best practices in faculty search processes.	Require entire search committees to train on inclusive search practices. Provide search advocates to search committees.	Fall 2021	Increase URM in candidate and interview pools	Faculty Recruitment
Action Item 2.2 Expect diverse candidate pools.	Question any pool without diverse representation; require explanation for lack of diversity	Fall 2021	Increase underrepresented groups in candidate pools	Faculty Recruitment
Action Item 2.3 Develop innovative hiring plans.	Create a study group to form ideas and detail needed resources for innovative faculty hiring programs. Consider innovations in recruiting that may include: faculty clusters in areas of inquiry that cut across disciplines and create synergistic research and academic programs; pipeline programs such as visiting scholars, post-doc programs, conferences for aspiring faculty.	Fall 2021 – Winter 2022	Enlarge pipeline of URM faculty hiring	Faculty Recruitment
Goal 3 **Retain URM faculty**				
Action Item 3.1 Develop faculty mentoring programs.	Define a mentoring program that will support faculty and provide transparent support and information about expectations. Communicate broadly across the college. Assign a mentor to all new faculty in the first semester in which they join the college.	Fall 2022 launch	Creation of a supportive culture for faculty	Mentoring
Action Item 3.2 Develop communication plan for DEI efforts.	Communicate opportunities for URM faculty to engage in various mentoring opportunities, including mentoring programs in the college and university, university affinity groups, NCFDD, etc.,	Spring 2022	Transparency and increased participation rate	Mentoring

	by elevating web presence and continuing to announce through ADFA office			
Action Item 3.3 Support leadership development.	Provide Academic Leadership Development program for mid-career faculty, such as the program provided in 2019 – 2020 academic year.	2022 – 2023 academic year	Increase participation and preparedness for leadership roles	Mentoring
Goal 4 **Recognize and elevate the standing of non-tenure track faculty.**				
Action Item 4.1 Address inequities in availability for NTT faculty to see career growth.	Assign a task force to examine ways to support the professional and career development of non-tenure track faculty, understanding that the job expectations and allocation of effort for NTT faculty vary across teaching, academic support, service, research. Include study of resources needed.	2022 – 2023 academic year	Increase professional support for NTT faculty; increase career progression and leadership positions for NTT faculty	Support for Research and Teaching
Action Item 4.2 Create awards that recognize excellence in non-tenure track faculty.	Create a study group to develop recommendations for how best to recognize faculty through awards in teaching, research, administration, and service	2022 – 2023 academic year	Increase recognition, pride, and satisfaction in NTT faculty	Appreciation and Recognition