

IChange Fall 2021 Sense-Making yielded 13 action-categories with 2-10 related tactics- actions

Recruitment

- 1 Build a more diverse candidate pool at each stage of the search process (*8 actions*)
- 2 Ensure Equitable Job Offers (Salary, Space, Start up, travel, GA, RA, TA, etc.) (*3 actions*)
- 3 Understand and Improve Faculty Search Yield of under represented candidates (*4 actions*)

Onboarding

- 4 Systematize new faculty onboarding (*3 actions*)

Implementation Considerations

- 13 Assess effectiveness of Actions

Write-in Implementation Comment: Some of these actions seem to increase the work burden of department chairs. The effort and compensation of department chairs should be part of the discussion going forward so we are not continually shifting more work in their direction.

Retention

- 5 Revamp Tenure & Promotion System to reflect stated values
- 6 Increase Institutional Valuation & Recognition of DEI Efforts
- 7 Understand faculty turnover and how it relates to DEI issues (reduce no-retirement attrition of URM faculty)
- 8 Provide increased and equitable opportunities for leadership development and paths towards leadership to diversify skilled leaders
- 9 Make mentorship systems more robust
- 10 Make departments more welcoming
- 11 Make faculty workloads equitable and transparent
- 12 Establish Salary and Compensation Equity Practices

Write-in Retention Comment: special interest groups: FSCN, LGBTQIA (women in engineering/Stem) must be legitimized, provided with resources and encouraged to meet regularly. Attendance in these groups should be rewarded and supported

1 Build a more diverse candidate pool at each stage of search process

7 Understand faculty turnover and how it relates to DEI issues (reduce no-retirement attrition of URM faculty)

11 Make faculty workloads equitable and transparent

2 Ensure**add process to make Equitable Job Offers

10 Make departments more welcoming

13 Assess effectiveness of Actions

12 Establish Salary and Compensation Equity Practices

8 Provide increased and equitable opportunities for leadership development and paths towards leadership to diversify skilled leaders

5 Revamp Tenure & Promotion System to reflect stated values

9. Make mentorship systems more robust

3 Understand and Improve Faculty Search Yield of under represented candidates

4 Systematize new faculty onboarding Including start off with a mentoring plan

****WILL REVIEW WHY THIS IS LOWER**
6 Increase Institutional Valuation & Recognition of DEI Efforts

Importance----->HIGH

Feasibility----->HIGH



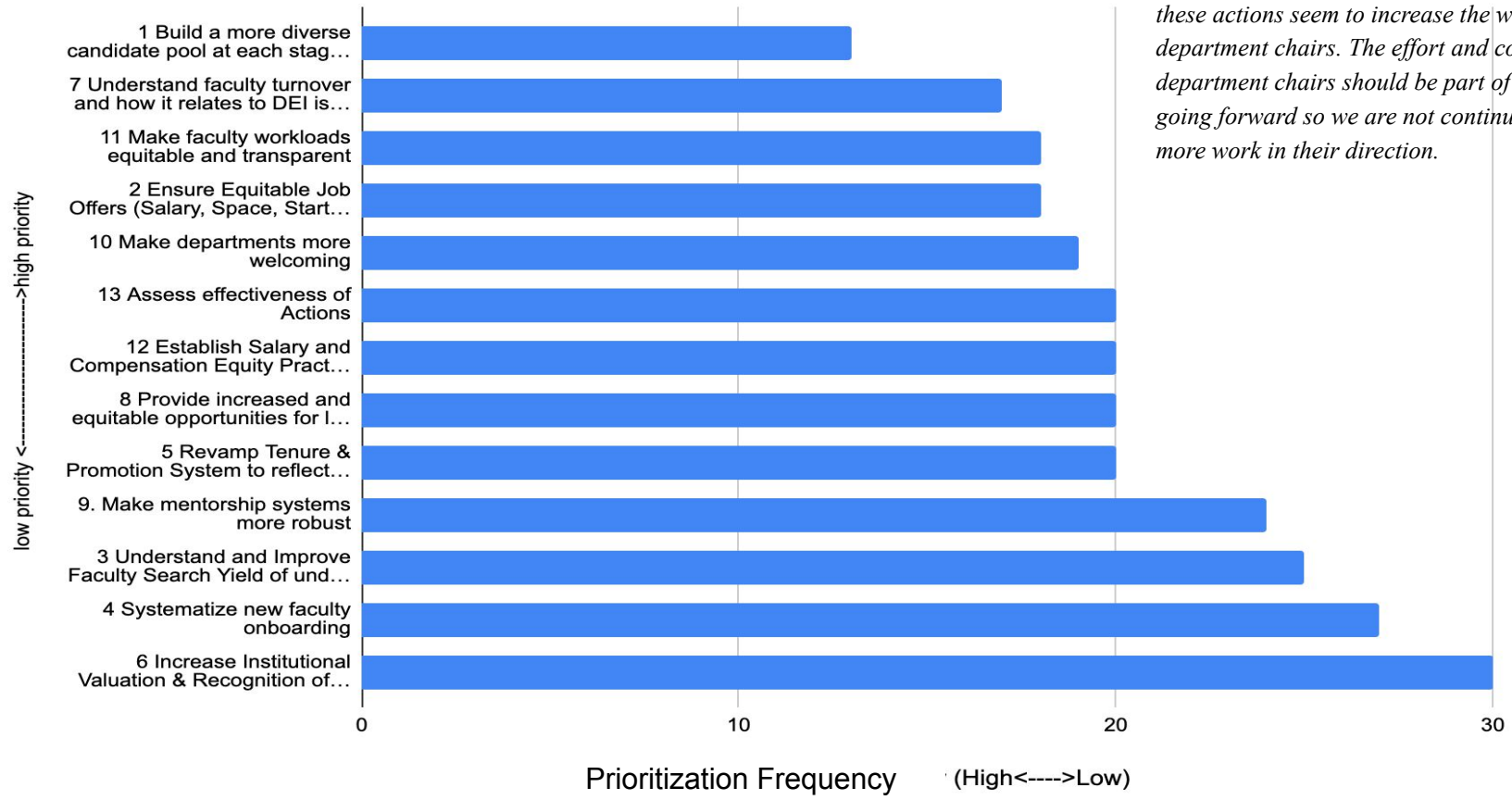
IChange Action Planning Heat Map Categories/Priorities [one visual representation]

ICHANGE Framework	Category - "This is a problem IChange helps us solve"	Highest Priority (1)	(2)	(3)	Lower Priority (4)
Recruitment-outreach	1 Build a more diverse candidate pool at each stage of the search process	9	2	0	0
Recruitment-hiring	2 Ensure Equitable Job Offers (Salary, Space, Start up, travel, GA, RA, TA, etc.)	5	5	1	0
Recruitment-yield	3 Understand and Improve Faculty Search Yield of under represented candidates	3	8	2	0
Recruitment/Onboarding	4 Systematize new faculty onboarding	4	3	3	2
Retention-Advancement	5 Revamp Tenure & Promotion System to reflect stated values	7	3	1	1
Retention-Advancement	6 Increase Institutional Valuation & Recognition of DEI Efforts	3	7	3	1
Retention-Advancement	7 Understand faculty turnover and how it relates to DEI issues (reduce no-retirement attrition of URM faculty)	5	6	0	0
Retention-Professional & Leadership Development	8 Provide increased and equitable opportunities for leadership development and paths towards leadership to diversify skilled leaders	6	4	2	0
Retention-Professional & Leadership Development	9. Make mentorship systems more robust	3	5	1	2
Retention-Support and Satisfaction	10 Make departments more welcoming	4	2	1	2
Retention-Support and Satisfaction	11 Make faculty workloads equitable and transparent	5	5	1	0
Retention-Support and Satisfaction	12 Establish Salary and Compensation Equity Practices	7	3	1	1
Retention-Support and Satisfaction	13 Assess effectiveness of Actions	2	4	2	1

NOTE: Year 2 Team Rated Priority on scale of 1-4 of the 13 categories

“Rate each Category: Highest Priority (1) ← → Lower Priority (4)”

Prioritization of Categories (lower number is highest priority)



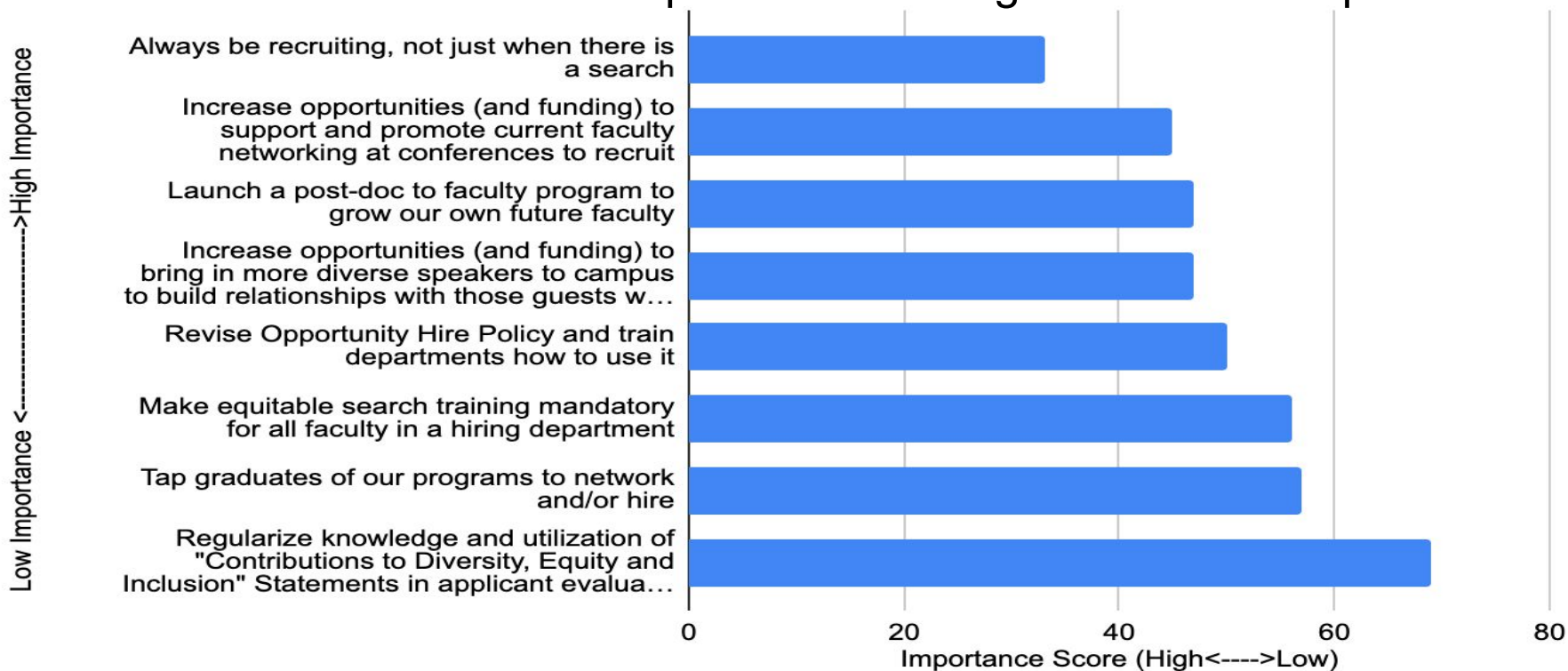
Write-in Implementation Comment: *Some of these actions seem to increase the work burden of department chairs. The effort and compensation of department chairs should be part of the discussion going forward so we are not continually shifting more work in their direction.*

Pause: In addition to giving a priority rating to the broad categories of actions, colleagues also looked at the proposed specific tactics which would comprise the action category, and ranked importance of the sub-actions (tactics)

We know all of the categories are important, we are trying to understand urgency, pinch points, and where energy lies to maximize early successes, etc.

Rank Order Actions on their Importance to:

1. Build a more diverse candidate pool at each stage of the search process

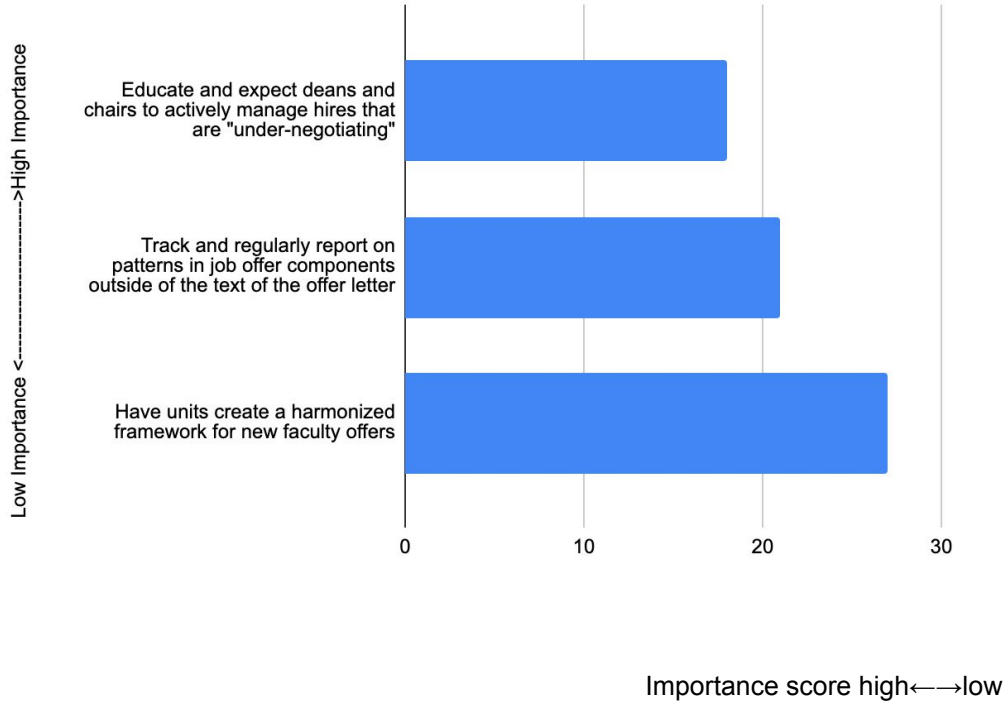


Write-in- add a diversity statement to the recruitment process and require that review BEFORE any other documents"

Is this the same as Regularize knowledge and utilization of "Contributions to Diversity, Equity and Inclusion Statements" in applicant evaluations

Rank Order Actions on their Importance to:

2. Ensure Equitable Job Offers (3 actions + 2 write in)

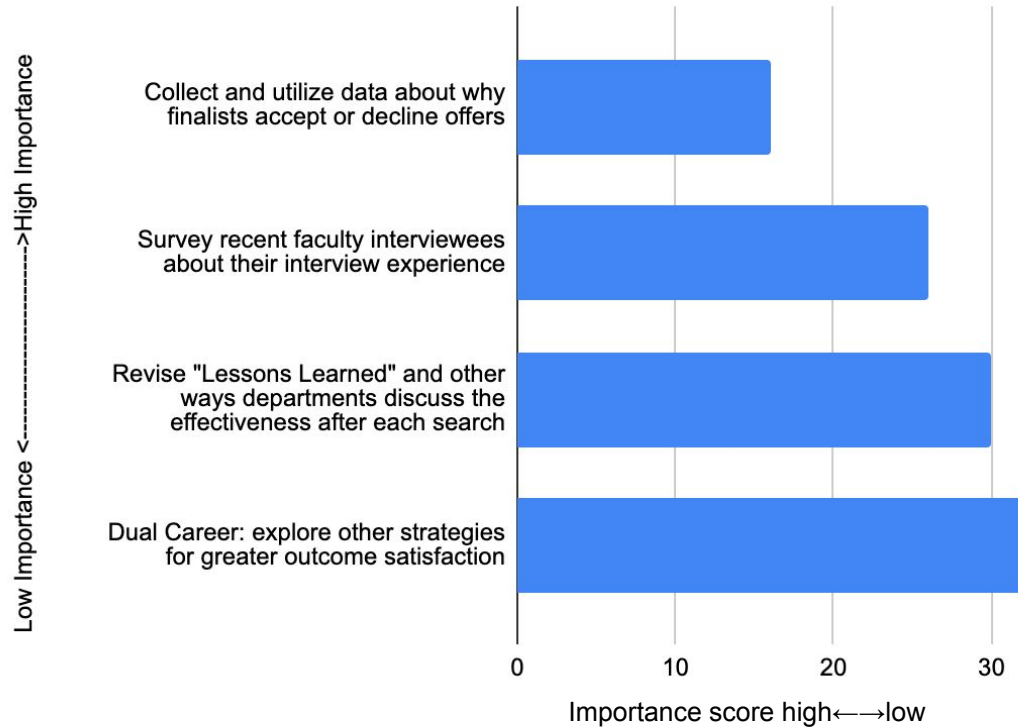


Write in:

- **More transparency so there is awareness of inequities (1)**
- **Publish salary ranges expected of a new position to signal to candidates our competitiveness**

Rank Order Actions on their Importance to:

3. Understand and Improve Faculty Search Yield of under represented candidates

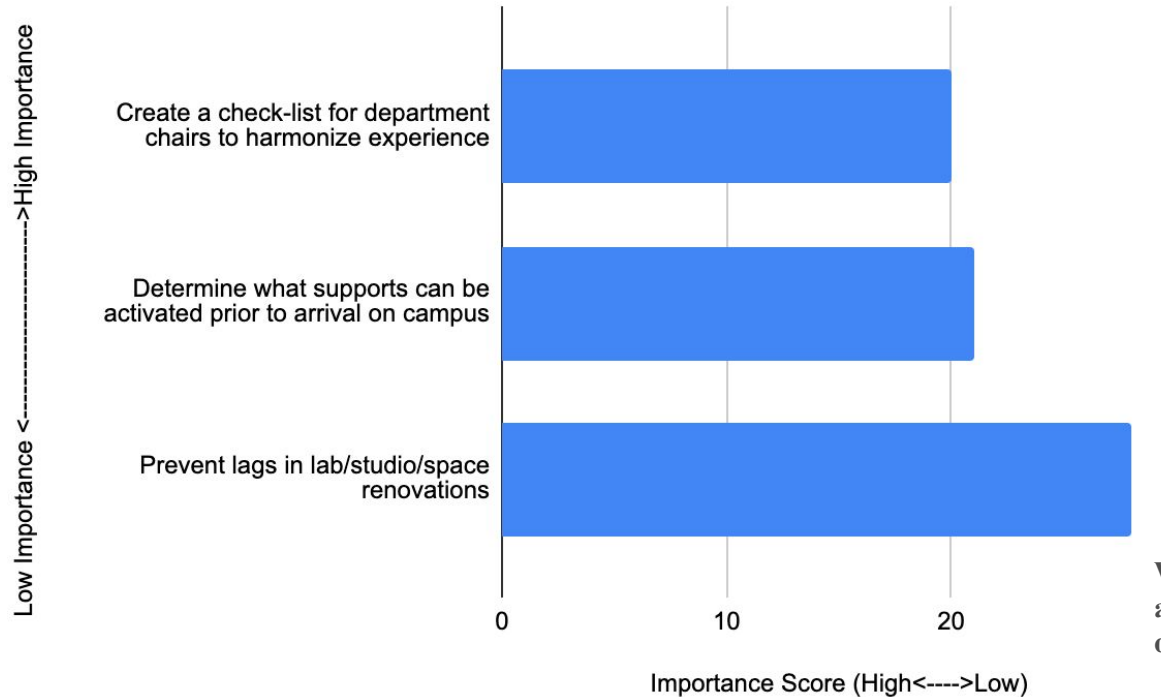


Is this something that should be within diversifying pools?

Write in- have departments set goals for diversifying their units that are in line with the national pool of candidates

Rank Order Actions on their Importance to:

4. Systematize New Faculty Onboarding

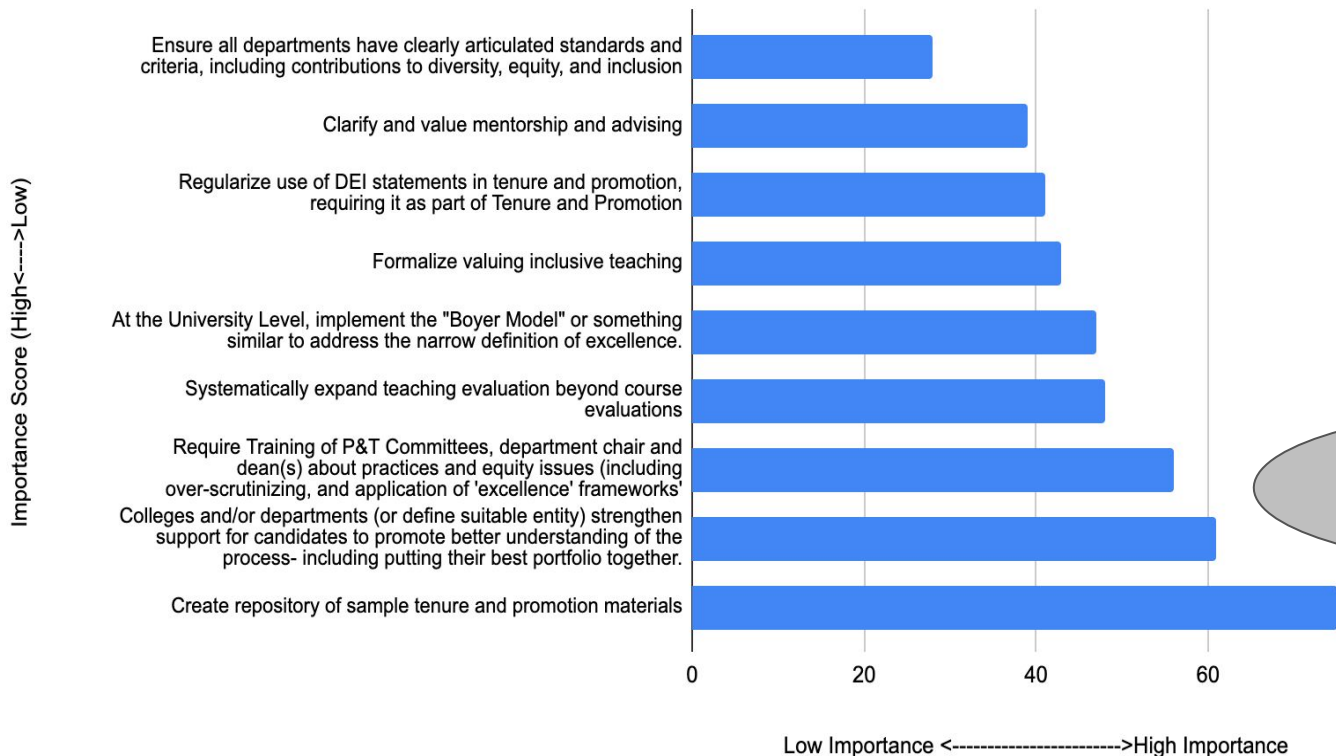


This is multiple ideas which sounds like how to expand the orientation and start certain PD skills early

Write in: include DEIJ, campus tours (meet the administration), conflict management in the onboarding

Rank Order Actions on their Importance to:

5.Revamp Tenure and Promotion System to Reflect Stated Values

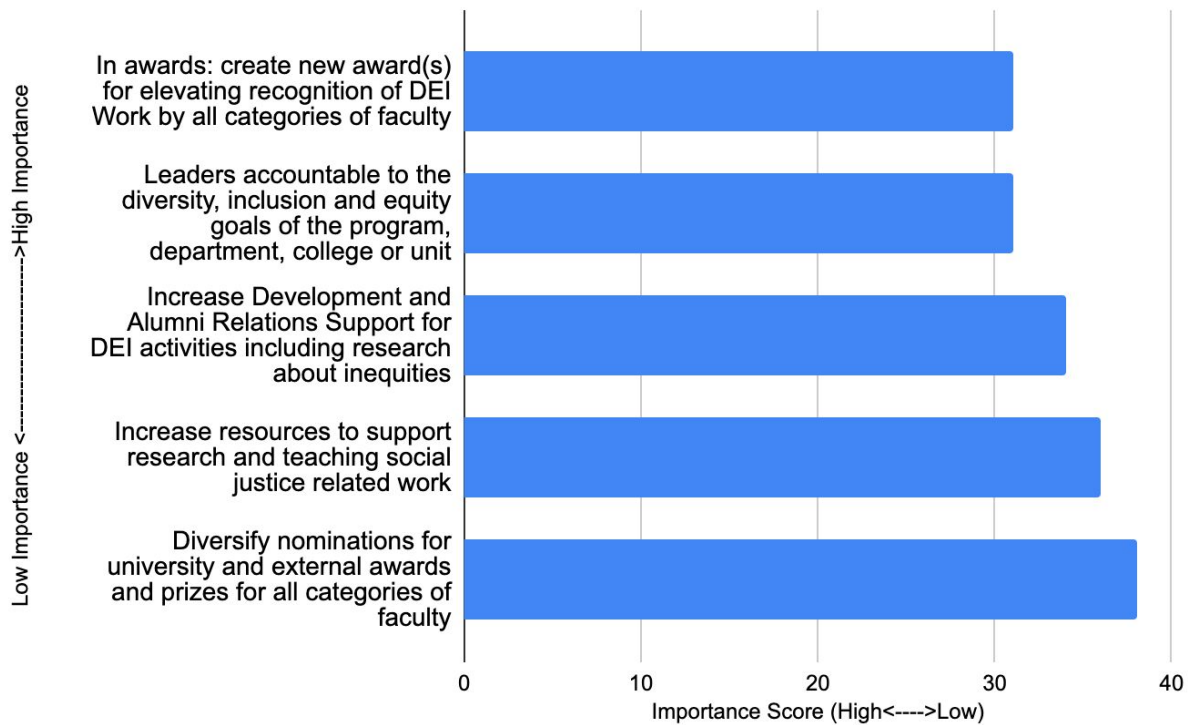


Could either department criteria standards and/or the Boyer model or similar address this as well?

Write in:regularize and promote service in promotion and tenure

Rank Order Actions on their Importance to:

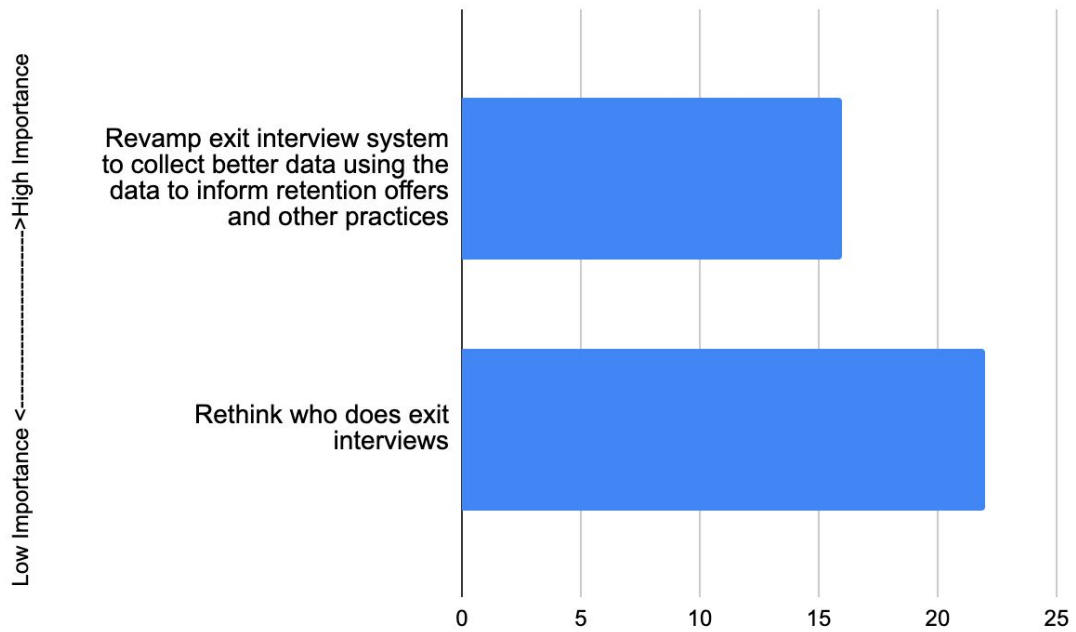
6. Increase Institutional Valuing and Recognition of Diversity, Equity and Inclusion Leadership and Scholarship



Write in:regularize and promote service as part of the process

Rank Order Actions on their Importance to:

7. Understand faculty turnover and how it relates to issues of Diversity, Equity, and Inclusion (reduce non-retirement attrition of underrepresented faculty)

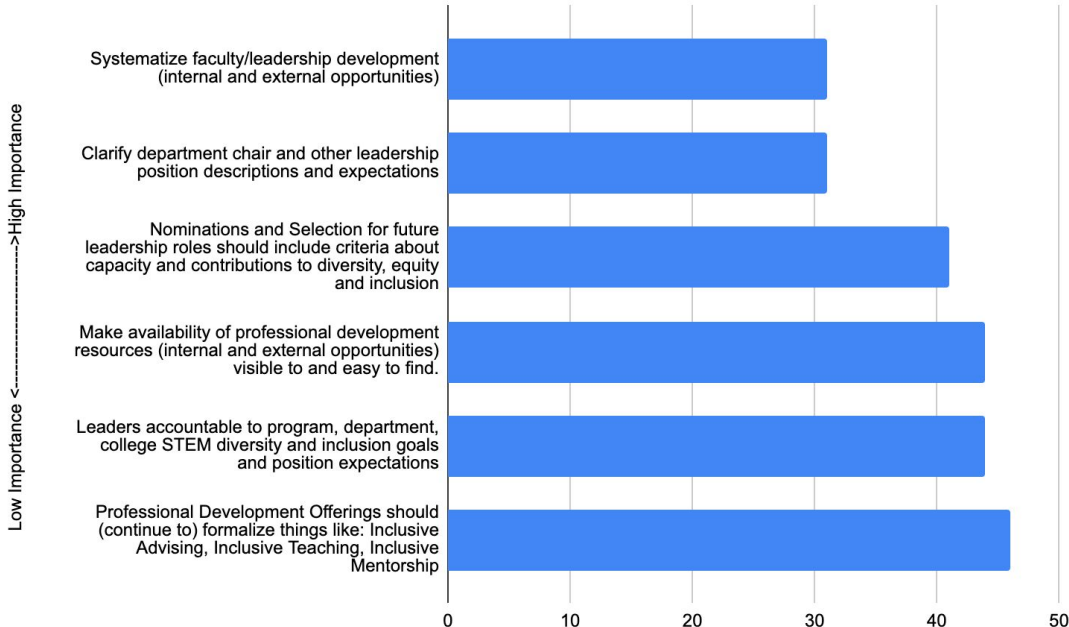


Write ins:

- publicise aggregated data on exits, ask what would make you stay, hold unit leaders accountable (1)
- find other ways to systematically qualify and track reasons for leaving to observe trends (2)
- analyze existing data if there is any (1)

Rank Order Actions on their Importance to:

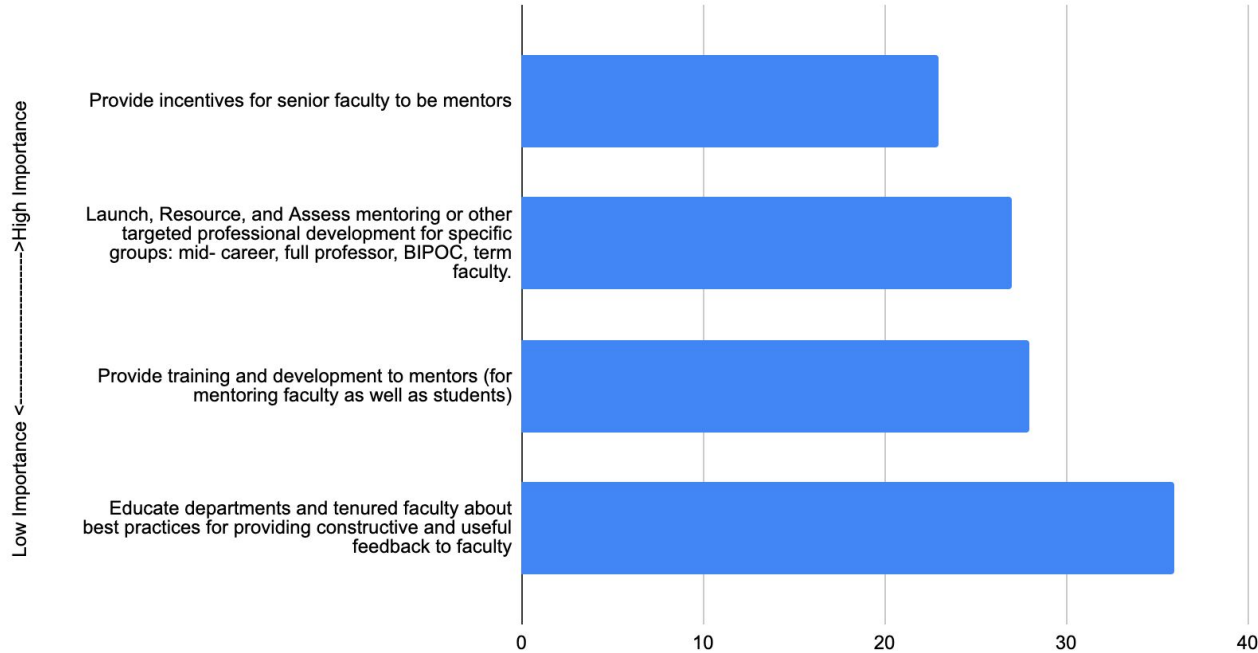
8. Provide increased and equitable opportunities for leadership development and paths towards leadership to diversify skilled leaders



Write in:
Require succession planning and mentoring

Rank Order Actions on their Importance to:

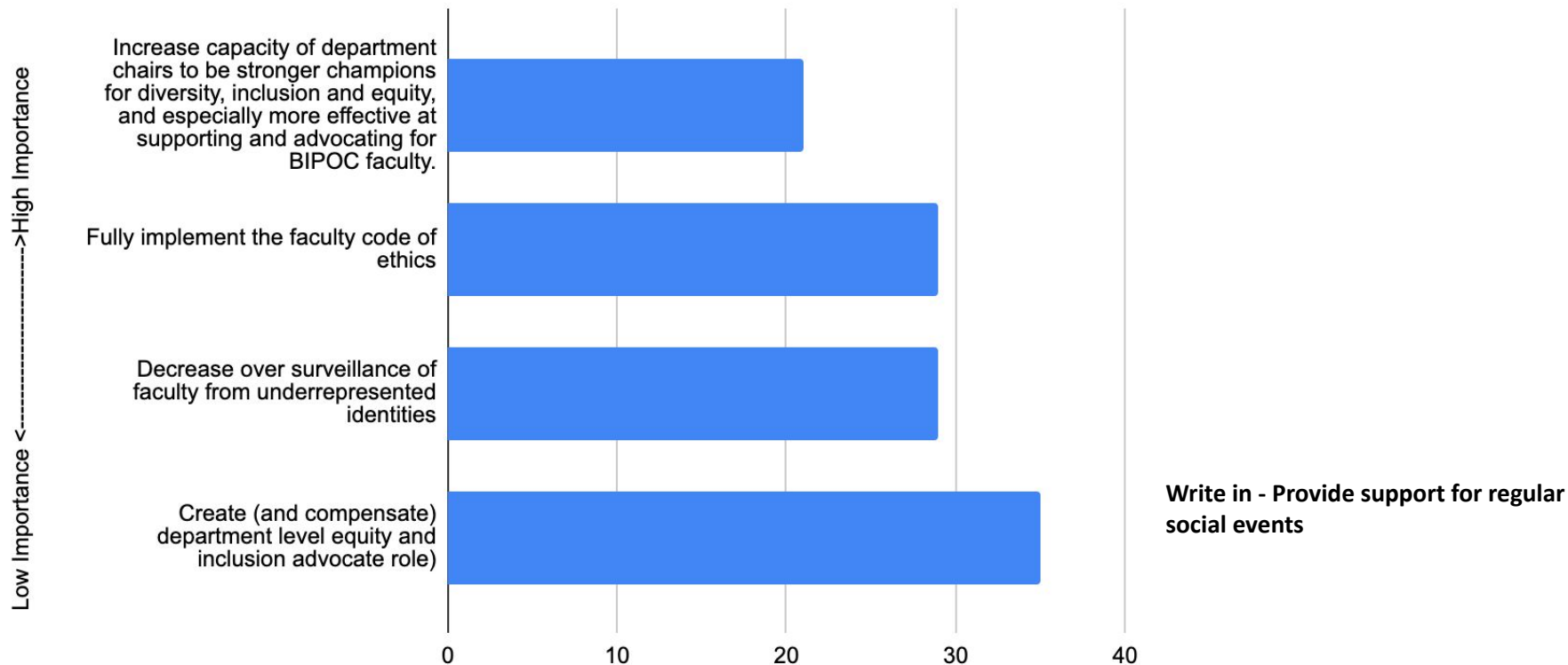
9. Make Mentoring Systems More Robust



Write in - Hold leaders accountable
All faculty have mentoring plans

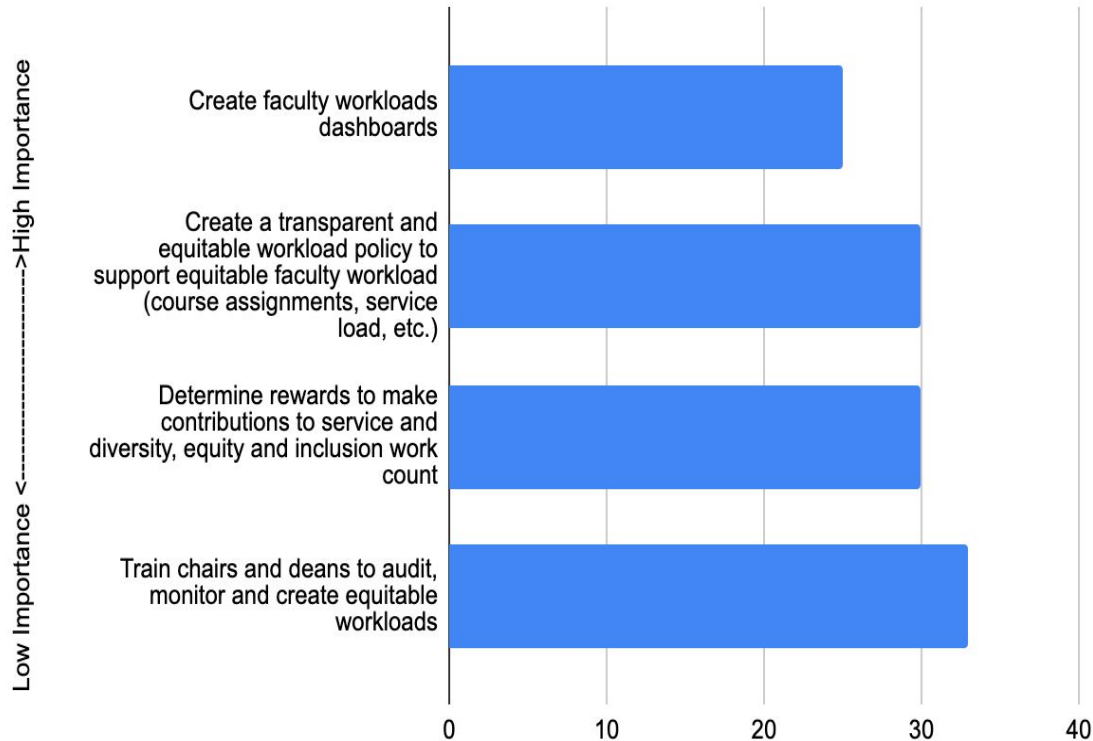
Rank Order Actions on their Importance to:

10. Make Departments more Welcoming



Rank Order Actions on their Importance to:

11. Make faculty workloads more equitable and transparent.

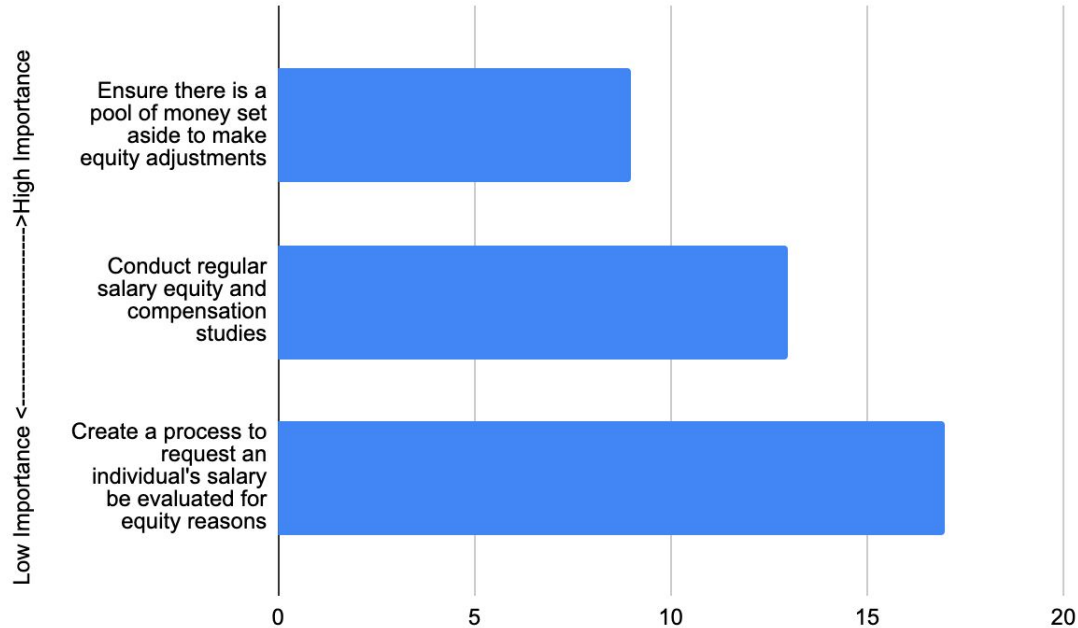


Write in:

- include service in tenure decisions- really pay attention to the time allocation
- find ways to make informal DEI work visible

Rank Order Actions on their Importance to:

12. Establish Salary and Compensation Equity Process



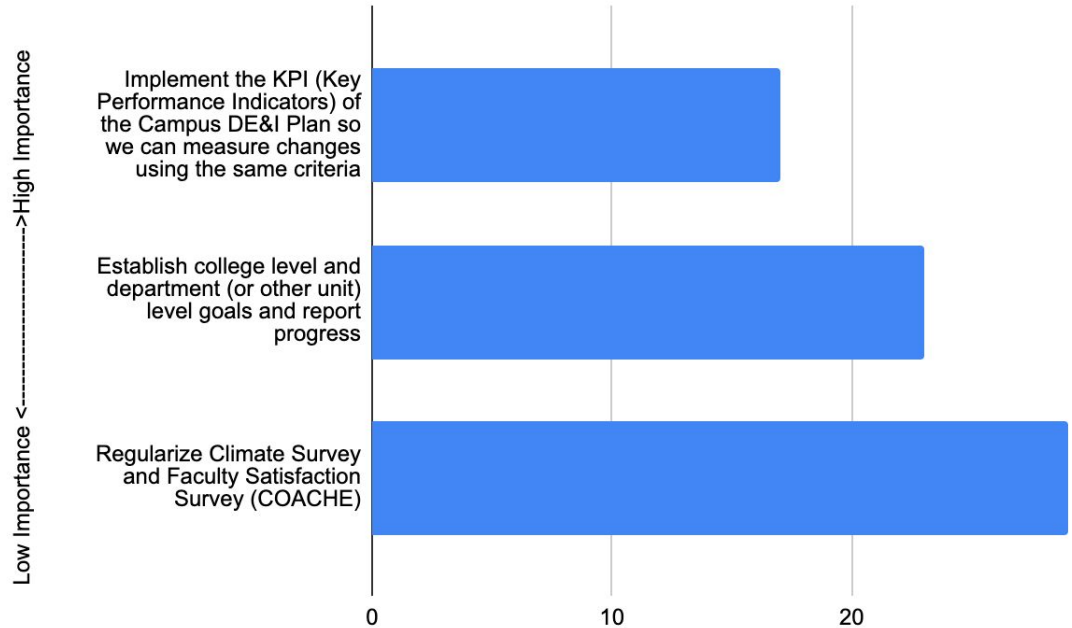
Write in:

Bring the salaries of those hired in the past up to current levels

*

Rank Order Actions on their Importance to:

13. Support assessment of the effectiveness of our actions



Write in:
host regular focus groups