Action Plan for Faculty Diversity at HSU
First drafted: April 2, 2009
Revised: April 26, 2012

The following draft proposal outlines an updated version of a plan for diversifying the HSU faculty that was first introduced in 2009. This plan was developed by Academic Personnel Services and the Office of Diversity & Inclusion, at the behest of the Provost and Vice-President for Academic Affairs, and is based on research into best practices in faculty recruitment and retention.¹

This proposal presents faculty diversification as a key part of the university’s ongoing efforts to institutionalize diversity as central to the educational process on this campus, in keeping with HSU’s mission to prepare students for a lifetime of engagement with “a diverse range of individuals, communities, and viewpoints.” This process is critical to achieving the WASC goals of “inclusive excellence,” as a diverse faculty is inextricably linked to the process of both attracting and ensuring the academic success of traditionally under-represented students.

The action plan articulated below aims to revise key aspects of our search procedures, so as to enhance the size and the diversity of our applicant pool, to broaden the reach of our recruitment advertising, and to increase the participation of faculty members in professional development opportunities designed to prepare search committee members for all aspects of the recruitment process. This action plan will be reviewed annually in order to assess our progress towards these goals.

Before the Search

Academic Personnel Services and the Office of Diversity & Inclusion, with support from the Office of the Provost, will undertake the following:

1. **Review & reform relevant recruitment materials**
   1.1. Amend the *HSU Guide for Recruitment and Appointment of Tenure-Track Faculty (currently in process)*
   1.2. Include checklist for departmental outreach that focuses on strategies for diversifying the applicant pool (see point 4, below) Review vacancy announcement template
   1.3. Review processes for creating consistent interview and reference checking policies and practices

2. **Review processes for search committee accountability**: Review the reporting structure whereby search committees will be held accountable for the guidelines and practices contained in this checklist; review processes for follow-up with search committees

3. **Offer mandatory training for all search committees**: Offer mandatory training on successful strategies for and important considerations in recruiting a diverse faculty, for all search committee members

¹ This plan especially draws on the “Checklist of Best Practices” outlined in *Diversifying the Faculty: A Guidebook for Search Committees* (2002), by Caroline Turner.
4. **Secure and dedicate the resources needed to conduct a comprehensive search**

4.1. HSU will join the Higher Education Recruitment Consortium (HERC) which will provide the following services:

4.2. Provide Discipline-specific recruitment sites for each search committee

4.3. Provide checklist for Departmental Outreach

4.4. Purchase annually the National Registry of Diverse and Strategic Faculty, which provides access to lists of potential URM and Female candidates, by discipline

4.4.1. Provide to search committees lists of potential under-represented candidates in appropriate field(s), along with templates for contacting these individuals and inviting their applications

**Academic Departments will undertake the following:**

5. **Forming the search committee:**

5.1. *To the degree possible, and in accordance with contractual requirements*, create a search committee that is itself diverse. While it may not always be possible to include faculty of color on search committees, departments should endeavor to form search committees that incorporate a multiplicity of perspectives and approaches.

5.2. All search committees to designate an Affirmative Action Search Advocate\(^2\)

5.2.1. Opportunities for additional training sessions for Affirmative Action Advocates will be provided as part of the general search committee training process

**During the search**

**Academic Personnel Services will work with individual academic departments to:**

6. **Ensure that the search committee understands the centrality of diversity to its charge**

7. **Critically analyze the job description and advertisement, making sure they are geared towards inclusiveness and towards attracting a diverse pool of applicants:** APS to review and ensure the announcement clearly states that inclusiveness and diversity are key dept. and institutional goals

7.1. All vacancy announcements will include statement regarding commitment to diversity as a minimum requirement

7.2. Search committee will be provided guidance on assessing applicants’ diversity competencies

8. **Advertise widely, with an active intention to reach minority candidates:**

9. **Incorporate active networking as a central part of the recruitment process:**

9.1. Initiate contacts with universities that prepare a significant number of underrepresented Ph.D. graduates (in California, the highest minority-PhD-producers are UC Berkeley, UCLA, Stanford, and University of Southern California, followed by UC Davis, UC San Diego, and UC Irvine)\(^3\)

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\(^2\) Although this plan envisions that all members of each search committee will be advocates for affirmative action, each search committee will designate one of its members to act in the role of Affirmative Action Advocate. This Advocate will be responsible for continually monitoring the committee’s adherence to the goals and procedures outlined in this report, and for reporting to APS on these aspects of the committee’s work.

9.2. Utilize personal and professional networks, contacts, and recommendations to seek leads to potential underrepresented candidates; draw on networks of other HSU and CSU faculty as relevant and appropriate, as well as faculty in your discipline; use listserves and online bulletin boards to publicize position announcements through these networks

**During the campus visit**

*APS and individual academic departments will arrange to:*

**10. Cover the costs of the candidate’s expenses related to the interview, including hotel, food and travel expenses*4**

**11. Make sure that all interactions with the candidate are welcoming, gracious, and attentive to the candidate’s needs**

**12. Offer to make available a person of similar background, interests, ethnicity, or gender to give their perspective on the campus and local community climate**

12.1. APS to create a network of faculty and community members available to be contacted for this purpose

**13. Advise the candidate of any incentives that might be negotiable in the salary package** *(reduced work-loads, grant-funded opportunities, service credit, etc)*

**After the Search**

*APS and individual academic departments will arrange to:*

**14. Do not overload the new hire with excessive service demands, such as committee memberships, advising, etc**

**15. Do not expect that faculty of color will necessarily wish to act as a representative in addressing campus issues related to their racial or ethnic group**

**16. In cooperation with CELT and the Faculty Development Committee, develop plan for new faculty mentoring and professional development**

**17. Provide the new hire with clearly stated standards and procedures regarding evaluation and performance***

**18. APS to work with search committees to evaluate the effectiveness of the search process in order to avoid future missteps, acknowledge successes and failures, and share that information with future search committees.**

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* * = policies and/or procedures for this are already in place