



To: Lisa Fowler, Lead for Strategy #7
 From: Chris Martin
 CC: Jeff Aird

Date: July 12, 2022

Re: Strategy #7, Increase Diversity in Hiring and Retention

Thank you for your efforts to advance this strategy. Your 2021-22 strategy report contained a review of the strategy’s background, how your team approached the strategy, challenges encountered, and recommendations for continuing the work.

Key accomplishments this academic year include:

1. Transferred focus from Diverse Faculty Fellow Program to Racial Equity in the Professoriate.
2. Created phases to implement the Racial Equity in the Professoriate Program, completing Phase 1.
3. Increased the number of Search Advocates across the College from 40 to 103 (83 staff/23 faculty).
4. Developed an online exit survey for employees leaving SLCC.
5. In coordination with the Provost’s Office, managed 2 Diverse Faculty Fellowship hires.

I have reviewed the recommendations from the strategy report and provided a response to each in the table below.

Recommendation	Response
1. Expand the diversity fellowship program to include administrators, not only faculty, to help increase diversity throughout the College.	This recommendation is accepted. Work should be coordinated with the Office of the Provost to determine feasibility of expansion of the program beyond faculty and develop a plan to be presented to Executive Cabinet for consideration.
2. Implement Phase 2 of the Racial Equity in the Professorate program.	This recommendation is accepted. It is important that the CWT work closely with Faculty Development and the Office of the Provost to ensure continuity of the program as it transitions out of PWC. The replacement of the

	position previously held by Juone Kadiri will be important to keep vitality of this program.
3. Build methods of tracking outcome data on PWC hiring and retention efforts.	This recommendation is accepted. The CWT should work closely with DSA and OIT to develop reporting or dashboards that provide a highly credible and easily accessible data of hiring and retention.
4. Implement exit surveys for full-time and part-time employees.	This recommendation is accepted. The CWT should move post-haste to roll out exit interviews, capturing and sharing relevant feedback to improve employee experience/culture.
5. Implement Phase 2 of the Faculty Hiring Redesign Process.	This recommendation is accepted, Phase 2 should focus on capturing qualitative data from stakeholders and documenting best practices and implementing processes and procedures based on best practice.
6. Implement Search Advocate Dashboard	This recommendation is accepted. The dashboard should be developed to track key metrics of the program including the certification of search advocates.

Charge for 2022-23

After reviewing this year's strategy/CWT charge (found on the [CPC SharePoint site](#)), and the recommendations from your year-end report, I have determined the charge for next year will include the following elements:

- Create a toolkit for deans and associate deans to assist in seeking out more diverse faculty hires, including creating a recruitment plan for PWC focused on reaching diverse faculty candidates to inform of opportunities at SLCC.
- Implement an exit survey for full-time and part-time employees that identifies opportunities for improvement in retention and campus climate, reporting out findings to cabinet at least annually.
- Develop a dashboard/reporting tool to track and display outcomes of PWC hiring and retention efforts with a focus on preserving and increasing the diversity of our employee base.



- Collaborate with Vice President for Equity, Diversity and Transformation to support plans for the hiring and development of faculty and staff committed to equity and justice.

You will be asked to present updates on your progress at the College Planning Council, Senior Leadership Team, and/or Executive Cabinet. At the conclusion of the year, please prepare a short, written report on the work accomplished and recommendations for the next academic year. This report will be submitted to the executive sponsor and Vice President Aird by June 1, 2023.

Implementation Action Plan

Proposed Action (charge element)	Deliverable	Due By (date)	Assigned to (Person)
Development and Delivery of dashboard reporting tool	Develop real time data capture and reporting of PWC key data elements.	May 1, 2023	Rick Enyard, Lisa Fowler, Bill Zoumadakis
Roll-Out of Exit Survey developed in FY22	Fully implement the exit survey and begin the tracking and reporting of results.	December 31, 2022	Lisa Fowler
Create Toolkit and Recruiting Plan for hiring diverse faculty	Creation of Toolkit for Deans and Associate Deans; Creation of Recruiting Plan	December 31, 2022	Cha McNeil James Broadbent
Enhanced Recruitment Efforts in Support of Diverse Hires	Inclusion of Land Acknowledgement Statement and Emerging HIS status on all Job Postings.	October 1, 2022	Marni Fisher
Development of Search Advocate Dashboard	Roll Out of dashboard to track progress of Search Advocate Program in supporting diverse hiring.	December 31, 2022	Cha McNeil Anjali Pai



Collaborate with
VP of Equity,
Diversity and
Transformation

Quarterly meetings
to discuss
collaboration,
shared
programming, and
track progress

September 30,
2022

Rick Enyard
Anjali Pai
Cha McNeil

