



To: Dr. Sara Reed  
From: Jeff Aird

Date: July 2021

**Re: Strategy #11: Diversity in Hiring and Employee Retention**

The 20-21 strategy report contained a brief review of the work and five recommendations. I have provided the responses to each recommendation below. Each section had additional recommendations for next steps. Please move forward with those as action items and I have not addressed them here.

Recommendation	Response
1. Consider specific goals to aid in strategic objectives; for example, consider adding Spanish language as a minimum or preferred qualification in all areas identified by the Emerging HSI Task Force and other strategic efforts	I am supportive of this work. Please work with the HSI taskforce on language and advisability. Move forward as you feel appropriate.
2. Invest resources in specific programs to aid in expansion (e.g. Racial Equity in the Professoriate)	We recently allocated a position and additional dollars for REP. Let's continue to talk through if additional is needed.
3. Consider incentives/recognition of search advocates to acknowledge their effort and retention of their talent and focus	I am supportive of this, but worry about how much additional burdens we put on people in addition to their regular jobs. Once you finalize your ideas for potential incentives please provide it and we can review and approve as appropriate.
4. Invest in an exit survey process for all employees to identify opportunities to improve retention and campus climate	I am supportive but we need to figure out a scalable and reliable approach. Are there models that you have seen that you would want to replicate? Do we have time to develop such a tool? Feel free to move forward with pilot efforts where you feel it would help you develop this more.
5. In coordination with Data Science & Analytics and Chief Diversity Officer consider expanding metrics beyond hiring statistics to include exit survey, Climate Survey, Engagement Survey,	I am supportive of data, but let's not get too far outside the scope of this strategy. We are focused on improving the hiring and retaining a more diverse population. Much of the data you are referring to

---

and other relevant data sources to create a regular dashboard or report of experience to focus college and PWC efforts.

would be developed as part of strategy #12 and the EDICT monitoring and metrics group. Let's work with them to plan the way forwards.

---

[to add more rows, hover over the left point of the last line and click the "+" sign.]