



To: Sara Reed, Associate Vice President  
From: Jeff Aird, Vice President

CC: Deneece Huftalin, President and Chair, College Planning Council

Date: September 2020

**Re: Strategy #11: Increase Diversity in Hiring 20-21**

This memo is to officially appoint you as the 2020-2021 lead for Strategy 11: Search advocacy and diversity fellowships. In this capacity, you serve as the primary college leader to ensure we successfully implement this strategy. This memo will provide a brief context and then review the expectations for the year. Please let me know how I might be supportive to you in this role.

### **Review of 19-20 Recommendations**

As I have reviewed the strategy and engaged in conversations across the college, it has become apparent to me that we need to expand this strategy beyond just search advocacy and diverse faculty fellows. This strategy is about diversifying our hiring. As such, we need to think broadly about our whole hiring process. The strategy moving forward will be about integrating search advocacy and diverse faculty fellows into a redesigned hiring process. We have renamed this strategy: Increase diversity in hiring.

The 19-20 strategy report contained a brief review of the work and five recommendations. I respond to each below.

Recommendation	Response
1. Consider moving to hybrid training approach to allow for more opportunities for training.	Agreed. Ensure quality and engagement.
2. Consider training specifically for hiring managers to lay the foundation for accepting and for inviting the feedback of search advocates	We can pilot such an approach and see how it works. But also consider process changes in addition to training that inserts the search advocate earlier in the process. Maybe there must be a SA review in PARS before the position can be posted?
3. Approve the proposed next steps for diverse faculty fellows program	Approved. See charge below for details

<p>4. Recommend an aggressive target for hiring of 30% to 50% of all faculty hires be faculty of color to make progress on our goal to have our faculty reflect our students and our community</p>	<p>Approved. We set a goal to double the number of diverse hires this year. We must urgently redesign the faculty hiring process to accomplish this goal.</p>
<p>5. Consider allocating certain positions as diverse faculty hiring slots</p>	<p>Approved. The provost has allocated these positions.</p>

### Charge for 20-21

As the strategy lead, you are responsible for strategy implementation to include the following:

- Achieve the following outcomes:
  - Double the number of diverse faculty hires. This will require an urgent redesign of the faculty hiring process. Please tell me what resources you need to accomplish this.
  - Redesign the diverse faculty fellows program based on the lessons learned from the initial program. Hire a program manager and re-launch in Spring 2021.
  - Integrate the search advocacy program further upstream in the hiring process. Make their contribution a systemic part of hiring. Conduct a pilot of this with an area of the college and report on results.
- Assess institutional performance under this strategy. Working with the data science and analytics office, identify and analyze key metrics and how they align to the larger institutional goals.
- Identify and present critical, strategic decisions that must be made by College leadership to successfully implement the strategy. Please surface these with me so that we can schedule a time to discuss in cabinet or SLT meetings.
- Engage stakeholders to ensure participation, collaboration, and clear communication.
- Maintain the internal communication with regular updates on the work accomplished. This should include a minimum of three written updates per academic year.



A schedule for strategic discussions is under development. You may be asked to present updates at planning council, senior leadership team, or cabinet meetings. You will also meet with me and the president at least once each semester to discuss strategy progress. We will discuss any presentation preparation needs once dates and topics are set.

At the conclusion of the year, you will need to provide a short-written report on the work accomplished. This report will be submitted to Vice President Aird on May 1, 2021.

### **Stakeholders**

Given our college value of collaboration, please consider engaging stakeholders as you advance this strategy. You might consider hosting 1-1 discussions, large or small forums, direct meetings, online discussions or custom workshops.

### **Communication Plan**

Lastly, we are pulling together a coordinated web-based communication strategy for all nineteen strategies. We will be reaching out with further information within the next month to help you engage with that system.

If you have any further questions please regarding strategy process and communication reach out to Lauralea Edwards, Assistant Vice President for Strategy & Analysis at [Lauralea.Edwards@slcc.edu](mailto:Lauralea.Edwards@slcc.edu). I appreciate your service and look forward to working with you to advance our strategic plan.