

**Krieger School of Arts & Sciences
Faculty Diversity Action Plan Summary, Fall 2016**

Goals/Strategies	Actions/Activities, including Assessment/Measurement Criteria	Responsible Parties	Deadline for Completion
1.0. Recruitment.- Search Practices - Establish and Implement Protocols for Faculty Searches, identified in FDI – Best Practices for Faculty Searches			
1.1. Benchmark Availability Pools for all faculty searches	<p>1.1. Search committees will analyze data of U.S. degree recipients by race/ethnicity and gender (Survey of Earned Doctorates, IPEDS), to estimate potential pools of URM or women applicants for tenured or tenure track positions that are specific to the specialty area(s). Other sources of data (i.e. professional organizations) will be used to accurately estimate pools.</p> <ul style="list-style-type: none"> • Based on availability data, each search chair will develop a plan for the search which includes the position ad, the recruitment strategies, diversity advocate, search committee membership, and criteria for evaluating applicants. • Vice Deans will review search plans to ensure analysis of availability pool and identification of underutilized groups is referenced in search strategy. • Diversity Advocate will help track and monitor places where ad is placed to see if it targets underutilized groups (the number and frequency of online advertisements in diversity-focused organizations, journals etc.). 	<p>1.1. Search Committee Chair -Vice Deans for Faculty.</p>	<p>1.1. May 2016.</p>
1.2. Unconscious Bias Training for all search committee members	<p>1.2. Research suggests that faculty led workshops/dialogues on unconscious bias are more effective and meet with less resistance than mandatory trainings. Krieger will move towards faculty led workshops that address not only unconscious bias but stereotype threat and other factors that impact performance evaluation of women and minorities.</p> <ul style="list-style-type: none"> • We will pilot the faculty led workshop model in the Department of Chemistry in Oct 2016 • Assistant Dean for Diversity and Inclusion (ADDI) will work with departmental diversity champions¹ in each department to structure workshop topics and develop materials (online and in-person) on unconscious bias relevant to each field/discipline (completed by Fall 2017) • Currently, all members of search committees have two options for completing the required unconscious bias training: In person training with ADDI or online training using the Office of Intuitional Equity modules. • Diversity champions and ADDI will work together to evaluate the content and delivery of workshops modules every two years. 	<p>1.2 ADDI, Diversity Champions and Search Chair.</p>	<p>1.2. January 2018.</p>
1.3. Diversity Advocates assigned to all search committees	<p>1.3. Before the search begins, search committee chair or department chair will designate a diversity advocate to lead all diversity related activities during the search (preference given to senior faculty).</p> <ul style="list-style-type: none"> • Once identified, the ADDI will work closely with the diversity advocate to ensure understanding of roles and responsibilities and will provide resources for the search committee. 	<p>1.3. Department chair/ search chair, Diversity advocate, ADDI and Human Resources.</p>	<p>1.3. May 2016.</p>

¹The primary role of the departmental diversity champion is to help facilitate culture transformation around issues of equity and inclusion. Diversity champions work with the chair to advance departmental diversity and inclusion goals. As critical faculty thought leaders in Krieger, diversity champions will meet annually with the Dean and ADDI and work together to share challenges, implement best practices and identify tools needed to achieve diversity goals.

	<ul style="list-style-type: none"> Diversity advocate will monitor the pool of applicants, lead the recruitment/outreach to minority candidates, help to secure a diverse pool, ensure that all applicants get a fair review/evaluation. Diversity advocate should discuss whether the short list is sufficiently diverse compared to the applicant pool. The Dean's office will track submissions of preliminary affirmative action reports which describe the demographics of the applicant pool (utilization report) and specific actions taken to broaden the candidate pool before interview list is developed. 		
1.4. Divisional Leadership Oversight of all candidate short lists prior to campus interviews	<p>1.4. The interview list should strive to include at least one URM candidate or woman candidate (for fields where women are underrepresented).</p> <ul style="list-style-type: none"> The search committee chair will forward the interview list to the appropriate vice dean of faculty for review. The vice dean will review the selection of those who will be invited for campus interviews to ensure that qualified candidates who would bring diversity have been appropriately considered. Upon review, the Vice Dean can defer moving the search process to the next stage until a greater proportion of female and URM applicants have been included. If the list of finalists does not include any women or underrepresented minority candidates, the chair of the search committee shall write a memorandum to the Vice Dean and Dean explaining the circumstances that resulted in the limited interview pool. The Office of the Dean will track and report number of interview offers/short list candidates by race, ethnicity, gender for each department. 	1.4. Search Chair, Diversity advocate, Vice Deans of Faculty and Dean.	1.4. May 2016.
1.5. Completion of final search activities summary/report for all faculty searches	<p>1.5. Search chair will submit a brief bullet point summary of the search process along with the final affirmative action report after candidate accepts an offer. The summary should outline who was selected for the position, the basis for that selection, recruitment methods, evaluation, rubric /process and applicant pool for each stage of the search.</p> <ul style="list-style-type: none"> The Affirmative Action Report is generated in the Faculty Applicant Summary System once the search is completed. Dean's office will track ratio of offers to prospective faculty and acceptance of those offers by race, ethnicity, gender and other categories supporting diversity annually. Vice Deans will track candidates who reject offers and identify which institution was selected instead. Additionally the Dean's Office will gather and evaluate candidate feedback of interview process and campus visit. 	1.5. Search Chair & Vice Deans of Faculty.	1.5. May 2016.
2.0. Recruitment.- Search Tools - Utilize FDI Funding Mechanisms			
2.1. TOP	<p>2.1. Faculty will be encouraged to actively identify outstanding URM scholars who have the potential to bring unique/innovative research projects that advance the mission of Krieger.</p> <ul style="list-style-type: none"> The Dean will solicit nominations for TOP requests from departments The Dean will designate a committee of senior scholars from the Homewood Council on Inclusive Excellence to conduct review of TOP requests from departments using criteria defined by the Provost (candidate's record and potential contribution, etc.) and advise the Dean on which request(s) should be submitted to the Provost for funding <p>Dean's office will track:</p> <ul style="list-style-type: none"> Number of TOP requests by department (which departments are actively recruiting and pursuing TOP funding) Track number of TOP approvals TOP Hires (percentage yield of accepted offers with TOP funding) 	2.1. Department chairs and KSAS TOP Committee	2.1. May 2017.

2.2. Visiting Professors	<p>2.2. Visiting professor program will be leveraged in the following ways:</p> <ul style="list-style-type: none"> • To cultivate relationships with faculty from HBCUs, HIS's and Minority Serving institutions. • To identify and sponsor URM faculty from peer institutions who offer innovative areas of research or intellectual projects that would the goals of our interdisciplinary centers and program. • To seek out scholars who teach unique courses that would add value/diversity to the curriculum and who are skilled in creating inclusive classroom cultures that appeal to our increasingly diverse undergraduate population. • To encourage the inclusion of diverse speakers and topics in seminars, conferences and colloquium series. <ul style="list-style-type: none"> • The Dean's office will develop an instrument to evaluate the experience of visiting professors (particularly those who stay for a semester or more) and maintain a central database of all visiting professors by department to use as future contacts for searches. 	2.2. Department chairs, faculty sponsors and Vice Deans of Faculty.	2.2. Ongoing.
2.3. Postdoctoral Fellowship	<p>2.3. We plan to leverage this funding mechanism to recruit promising URM scholars in the following ways:</p> <ul style="list-style-type: none"> • departments will be asked to identify top URM doctoral candidates currently in our graduate programs • faculty can seek candidates from their professional networks • publicize the opportunity to outstanding URM scholars from outside institutions at conferences and other professional organizations that attract URM talent • Faculty nominations must be vetted through the department chair, who will then forward candidate information and materials to the Vice Dean for submission to the Provost Office. 	2.3. Department chairs and Vice Deans of Faculty.	2.3. March 2017.
2.4. Research Award	<p>2.4. Dean will send out announcement to solicit nominations for Faculty Diversity Research Award.</p> <ul style="list-style-type: none"> • ADDI will identify/recommend faculty (particularly for junior faculty) who fit the criteria for the award and try to nominate at least one candidate from Krieger each year. If needed, a committee will be appointed to recommend the candidate(s) who will be the Krieger nominee(s). 	2.4. Department Chairs, Dean and ADDI.	2.4. Ongoing.