Charting a Course for the Future of York College
Faculty Diversity Strategic Plan for 2013 – 2018

Faculty Diversity Strategic Plan
For
2013-2018

August 28, 2013

This document was created as a result of a six month process by the York College Faculty Diversity Committee and The Office of Compliance Programs and Legal Affairs
Message from the President

Dr. Marcia V. Keizs

Dear Faculty and Faculty Diversity Committee:

York College continues its commitment to our core values: integrity, diversity, intellectual discovery & creativity, intentional interactions, self-reflection & accountability and civic engagement. In keeping with our vision as a “transformative urban institution and cultural hub,” we are a major stake holder in the Borough of Queens, the most diverse borough in the City of New York. Our multicultural student body includes over 125 nationalities who speak 84 different languages. York also has a multicultural and diverse faculty: 38% of our faculty are from traditionally underrepresented groups and 45% of our faculty are females.

In Spring 2011, Chancellor Goldstein appointed a Diversity Steering Committee to work with Cambridge Hill Partners, Vice Chancellor Waters and Dean Rubain to assess CUNY’s recruitment and retention challenges and opportunities. Their efforts resulted in the completion of a study that identified best practices and resulted in a University Diversity Action Plan. Their efforts resulted in the University reaffirming its commitment to transformative changes to ensure that diversity and inclusion remain central to the core values of the University.

Two key initiatives resulting from the University’s plan were the revitalization of campus diversity committees and the requirement that each campus develop a Faculty Diversity Strategic Plan. York’s dedication to diversity is reflected in our students and among our faculty and staff.

In our effort to align our Faculty Diversity Strategic Plan with the University’s Diversity Action Plan, York College will focus on recruitment, retention and climate. Our goals and priorities are based on our core values and strong foundation on academic quality, educational and employment opportunities, personal growth and social responsibility. To that end, we are proposing the following plan to achieve this goal and look forward to your support as we launch this Plan.
INTRODUCTION

In Spring 2011, Chancellor Goldstein appointed a Diversity Steering Committee to work with Vice Chancellor Waters and Cambridge Hill Partners to assess CUNY’s recruitment and retention challenges and opportunities. Their efforts resulted in the University reaffirming its commitment to transformative change to ensure that diversity and inclusion remain central to the University’s core values.

In order to map the University’s efforts, each CUNY campus was mandated to develop its own five (5) year “Faculty Diversity Strategic Plan” to monitor its progress. This document was created as a result of a six month process by the York College Faculty Diversity Committee. This plan will assist York in building a more diverse faculty and create a more inclusive campus community, where faculty feel welcomed, supported and have equal access to mentoring and research.

The Faculty Diversity Strategic Plan is in alignment with the College’s Strategic Plan for 2010–2020. ¹

Mission

York College enriches lives and enables students to grow as passionate, engaged learners with the confidence to realize their intellectual and human potential as individuals and global citizens.

Vision

“York College will be a transformative urban institution and cultural hub. York College will be an attractive place to work, which will draw highly qualified candidates for its academic, executive, professional and administrative positions. The multicultural nature of our sustainable academic and social environments enriches the collegiate experience for all students, faculty and staff.” (Excerpt from YC vision)

This plan was designed to reflect the Core Values of York College, which are:

• Integrity

  York College / CUNY embraces integrity as a central value in all aspects of its engagement including teaching, learning, research and service; Integrity will emerge from committed, continuing and rigorous evaluation of all college policies, procedures and processes.

¹ Strategic Plan Embedded
• **Diversity**
  York College values cultivating a climate of acceptance, mutual respect and appreciation of unique differences across the human spectrum.

• **Intellectual Discovery & Creativity**
  York College values providing an intellectual environment where students and faculty will take ownership for and responsibility to excel in academic inquiry, creativity, scholarship, research, inter-disciplinary collaboration and professional growth.

• **Intentional Interactions**
  York College creates opportunities for productive and creative intentional interactions among the various groups of the college to foster a small college atmosphere.

• **Self-Reflection & Accountability**
  Each member of the York Community, on an ongoing basis, will reassess their effectiveness, identify challenges, create a plan to meet the challenges, and improve decision-making and institutional effectiveness.

• **Civic Engagement**
  Each member of the York College community assumes personal responsibility and awareness of our respective communities and strives to serve the common good.
Recruitment

Objective: To strengthen outreach to diverse candidates.

Goal 1: Recruit an excellent faculty representative of a diverse and global society.

Action 1: Use the Affirmative Action Plan and the Underutilization Summary to document outcomes of institutional plans to recruit faculty from traditionally underrepresented groups in higher education and to increase diversity in departments that have underrepresentation or no representation from diverse groups. (Academic Year 2013-2014)

Action 2: Develop a series of workshops for department chairs and faculty members on best practices for recruitment including workshops on developing job descriptions, targeted postings and recruitment and diversity recruitment. (Academic Year 2013-2014)

There will be five (5) presentations conducted jointly by CPLA and HR: one for each academic school (3), one for Administrative Affairs and one for Student Development.

Action 3: Conduct targeted workshops for search committees, including Talent Acquisition Management (TAM) training. (Academic Year 2013-2014)

There will be five (5) presentations conducted jointly by CPLA and HR: one for each academic school (3), one for Administrative Affairs and one for Student Development.

Action 4: The Diversity recruitment and retention subcommittees and CPLA in conjunction with Marketing will develop a recruitment package targeted for use at conferences and select searches. (Academic Years 2014-2016)
Goal 2: Expand recruitment outreach to diverse candidates.

**Action 1:** Identify relevant academic conferences and post positions on the conference job board, and where possible send faculty to participate in the conference and/or job fair will be conducted by the Office of Academic Affairs in conjunction with the Academic departments. (Academic Years 2014-2016)

**Action 2:** Increase funding by 2%, for conferences, advertising in professional associations, publications, listservs and websites. (Academic Years 2014-2016)

**Action 3:** Invest in branding the organization recruitment process by producing professionally developed marketing materials for recruitment in conjunction with Marketing. (Academic Years 2014-2016)
**Goal 3:** Create an environment that serves as a resource and stimulus to promote inclusiveness and greater collegiality among faculty of varying backgrounds which includes differences in age, ethnicity, gender, race, religion, creed, physically challenged and gender identity (LGBTQ).

**Action 1:** Raise faculty awareness of unconscious biases and their influences at work by hosting a presidential symposium on micro-aggressions and micro-inequities as an aspect of professional development. (Academic Year 2014-2015)

**Retention**

**Objective:** To retain faculty and maximize the likelihood of tenure and promotion.

**Goal 1:** Develop a system to consistently track the resignations, non-reappointments, negative tenure decisions, retirements, terminations, transfers to other CUNY colleges and peer institutions.

**Action 1:** Create a campus-wide faculty separation survey in conjunction with Institutional Research to be administered by the Office of Compliance Programs & Legal Affairs when a faculty member leaves the employment of the College. (October 1, 2013 for the 2012-2013 Academic Year)
**Action 2:** Conduct separation survey for faculty who left the campus during the 2010-2011 and 2011-2012 academic years. These will be administered by the Office of Compliance Programs and Legal Affairs. (January 2014)

**Action 3:** Conduct interviews with department chairs regarding individual faculty resignations. These will be administered by the Office of Compliance Programs and Legal Affairs. (Fall 2013 for the 2012-2013 Academic Year)

**Action 4:** Review the results of the surveys and interviews with the Provost and Academic Deans and make, where appropriate, recommendations to the President to improve retention.
**Goal 2:** Strengthen York’s faculty retention through development, mentoring, research and grants. (All actions commencing Fall 2013 and ongoing)

**Action 1:** Enhance faculty development from orientation through tenure. New Hire Orientation (collaboration with Office of Academic Affairs, Human Resources and Compliance Programs & Legal Affairs)

- Professor 101 – the Office of Academic Affairs conducts special workshops for new faculty. It is an on-going program. The Office of Academic Affairs will also conduct one special session each semester in conjunction with CPLA and HR.
- Professor 201 – the Office of Academic Affairs has developed a new program for professional development for tenured Assistant and Associate Professors. It will be an on-going program. The Office of Academic Affairs will also conduct one special session each semester in conjunction with CPLA and HR.
- Technology Orientation – IT in collaboration with OAA will offer a workshop on how to design, develop and deliver an online course.

**Action 2:** Strengthen faculty mentoring programs.

- Create a committee, including members of the Retention subcommittee, to explore best practices for a sustainable mentoring programs.
- Assess the college’s current programs (such as CETL and Conversations on Research and Scholarship) and make recommendations to the Provost for improvements and enhancements.
- Expand opportunities for faculty to engage in rigorous and transformative learning experiences.
- Increase faculty participation in CETL (Center for Excellence in Teaching and Learning) by expanding the role of CETL in addressing innovation, integration and cohesion of pedagogies.
- Increase the number of applicants to the Provost Lecture Series. There were eight (8) full-time faculty and three (3) adjuncts who submitted applications for Fall 2013. Encourage/invite faculty applying for promotion to participate in the series.
• Increase the number of participants in the Provost Conversations on Research & Scholarship forum (two sessions per semester).

• Increase the number of faculty who apply for the Faculty Fellowship Publication Program (FFPP) and the Diversity Projects Development Fund (DPDF). Twenty (20) recipients over the past five years.

Award recipients included: six (6) Asians, six (6) Blacks, one (1) Italian American, and seven (7) Whites.
There were fourteen (14) female and six (6) male award recipients.

**Action 3:** Strengthen development through research and grants.

- Conduct one campus-wide workshop, each semester, on grants and how to obtain funding for research promoted and supported by the Office of Academic Affairs and the school’s Deans in collaboration with Research and Sponsored Programs.
- Provide faculty training on grant writing, one for each school per academic year.

**Goal 3:** Create an environment that serves as a resource and stimulus to promote inclusiveness and greater collegiality among faculty of varying backgrounds which includes differences in age, ethnicity, gender, race, religion, creed, physically challenged and gender identity (LGBTQ).

**Action 1:** Raise faculty awareness of unconscious biases and their influences at work by hosting a presidential symposium on micro-aggressions and micro-inequities as an aspect of professional development. (Academic Year 2014-2015)
Climate

Objective: To promote growth and development of an inclusive and welcoming environment for faculty.

Goal 1: Invest in York’s commitment to diversity and to promote an inclusive and healthy environment.

- **Action 1:** Develop a campus-wide faculty climate survey for Academic Year 2013-2014 to be administered biennially by the Diversity Strategic Planning Committee (sub-committee on Climate) and the Office of Institutional Research.
- **Action 2:** Conduct focus groups in March 2014 covering top 5 issues of concern identified by participants from the climate survey.
- **Action 3:** Review the results of the climate survey and the focus groups with the Provost and Academic Deans and make recommendations to the President regarding policies, campus initiatives and programs to support a healthy and inclusive environment. (June 2014)

Goal 2: Provide additional resources devoted to improving work/life balance.

- **Action 1:** Promote institutional policies and activities that create a holistic and supportive environment in responding to faculty workforce needs. [Ex. Provide a series of workshops conducted by HR in conjunction with EAP and Work/Life Assistance Programs on family life issues including childcare, elder care and stress management.] Provide at least one workshop each semester. (Academic Year 2013-2014)
- **Action 2:** Enhance faculty orientations to include planned social activities on or off campus, such as: a day at Citifield, a day at Barclays Center, a cocktail party at the Steinway Piano studio and/or the Queens Museum of Art, a guided tour of the Long Island wine country and a series of “Faculty Night” or “Professor as Artist” at the Performing Arts Center. (Academic Year 2014-2015)
- **Action 3:** Create a Faculty Survival Kit (Ex. coupon booklets, discount shopping passes, discounts to cultural events) that introduces faculty to products and services in the immediate area and the New York City metropolitan area. This project will be a collaborative effort between the Climate sub-committee, OAA, IA, HR and CPLA.
**Goal 3:** Create an environment that serves as a resource and stimulus to promote inclusiveness and greater collegiality among faculty of varying backgrounds which includes differences in age, ethnicity, gender, race, religion, creed, gender identity (LGBTQ) and the physically challenged.

**Action 1:** Raise faculty awareness of unconscious biases and their influences at work by hosting a presidential symposium on micro-aggressions and micro-inequities as an aspect of professional development. (Academic Year 2014-2015)
Committee Members

Chairs: Olga Dais, Esq. Executive Director, CPLA
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Co-Chairs: Xiadon Zhang, Associate Professor, Social Sciences
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Members:
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Thanks to all the committee members and the staff of CPLA for the work done on this plan.