

Faculty Diversity Training Programs and Best Practices Preliminary Draft

Summary:

This is a preliminary draft of research on 16 University programs that feature faculty diversity training initiatives. Each university program differs in its scope, available recourses, and goals in addressing training for faculty. While there is a focus by most universities on educational training geared toward students, in general, most existing programs for faculty training consist of speaking engagements, workshops, and lecture series already targeted for the larger community.

Some programs feature diversity certificate programs like University of Pittsburg and University of California, Irvine. University of Pittsburg features 6 courses that consist of completing two required workshops, four elective workshops, and participation in a capstone conversation session facilitated by a member of the Diversity and Inclusion Office. Courses include classes that address millennial and baby boomers, recognizing and addressing stereotypes, and ways to develop intercultural competencies.

The strongest existing support for faculty diversity initiatives is reflected in mentoring programs, including programs from UC Berkley, Dartmouth, University of Notre Dame, and Columbia. Cornell offers a small group mentoring program, which features 3-9 women and/or faculty from underrepresented racial and ethnic groups who share an interest in a broad topic, a discipline or broader disciplinary group (e.g., “engineering”) or a career stage (assistant or associate professor). The group serves to assist with each individual’s career and community needs.

There are also less formal (non-mandatory) dialogue series that feature best practices in teaching and ways to build inclusive classrooms. UC Berkley, Dartmouth, Columbia all feature programs that highlight faculty-led discussions on various diversity/inclusion topics. In addition, Carnegie Mellon’s Engineering College conducts unconscious bias training as part of their Center for Faculty Success.

1) What types of programs exist as best practices for these types of training? Format, content, timing, etc.

- Offices of Diversity and Inclusion seem to be standard
 - Have strategic plans for ways to increase diversity - ranging from ADA compliance to Federal, state, and local Affirmative Action protocols, creation of gender neutral restrooms etc.
 - Diversity certificate programs (University of Pittsburg, UCI)
 - Some programs integrate strategy throughout the university (each area of study/college/etc. have people designated to promote diversity)
 - Many programs hosted diversity and inclusion events regularly (at least once a quarter, if not once a month)

- These events range: educational, professional networking, social content
- Also range for audience (some universities have groups just for staff to promote diversity - i.e. Stanford)
- Most programs have ways of measuring impact (exit surveys from events, participation levels, etc.)
- Most programs, events, etc. are FREE to promote inclusion of those who may not be able to afford a ticket or who would be turned off by the idea of having to pay for an event (particularly if that program is required)

2) What do our peer institutions do to address similar issues? Are there effective programs we can model?

UC Berkeley: <http://diversity.berkeley.edu/programs-services/faculty>

A major University-wide program that addresses students, faculty, staff, and community members on the systemic roots of racism, sexism, ableism and inequalities to create a better campus climate.

- Faculty Programs include:
 - Diversity research from a range of Institutes at the campus, including Haas Institute for a Fair and Inclusive Society, Center for Latino Policy research, Department of Gender and Women's Studies, Department of African American Studies, etc.
 - Faculty Equity Advisors appointed by each school's Dean to assist in equity and inclusion across campus programs.
 - Faculty dialogue series: peer-led conversations on inclusive teaching practices. <http://diversity.berkeley.edu/campus-climate/campus-climate-initiative/faculty-dialogue-series-creating-inclusive-classrooms>
 - Faculty mentoring (both formal and informal). Each department tailors own program to suite needs.
 - Department planning toolkits

University of Chicago: <https://bsddiversity.uchicago.edu/page/signature-events-and-programs>

The Office of Diversity and Inclusion was created to support the diversity of ideas, beliefs, and ethnicities of the students, faculty, and staff affiliated with the University of Chicago Medicine, Pritzker School of Medicine, and the Biological Sciences Division. The Office supports key programs, including Diversity Dialogues; Diversity speaker series; Diversity research and small grants programs (health disparities research); Distinguished award in Diversity and inclusion.

Duke University: <https://web.duke.edu/equity/toolkit/>

The Office for Institutional Equity supports the faculty recruitment process by assisting in the development of recruitment plans, reaching out to a diverse applicant pool of qualified candidates, and discussing best practices for conducting equitable and compliant searches.

University of Penn: <http://www.upenn.edu/affirm-action/offerings.html>

Penn's Office of Affirmative Action and Equal Opportunity offers faculty programming in the form of a lecture series and workshops. One particular workshop, "Professional and Respectful Behavior in the Workplace," is a 60 min. training that looks at various forms of "disrespect" in people's everyday lives.

Dartmouth: <http://www.dartmouth.edu/~ide/programs/>

Office of Institutional Diversity & Equity oversees a number of programs and workshops throughout the University that strengthen ways to build a more inclusive learning and working environment. Programs include the Experience Dartmouth Ed program which provides the opportunity for a newly hired staff/faculty member to meet with staff/faculty member of the Dartmouth community regarding career advice/community adjustment. The Diversity Reading Group is another program for faculty and staff to dive into deeper issues regarding identity.

University of Notre Dame: <http://diversity.nd.edu/take-action/>

The Office of Diversity and Inclusion

- o Initiative on Faculty mentoring
 - o The Office of the Provost sponsors faculty participation in the Faculty Success Program, a 15-week mentoring experience offered by the National Center for Faculty Development & Diversity. The online program, facilitated by tenured faculty, is designed to equip faculty with the skills and strategies necessary to increase research productivity, promote effective time management, and maximize work-life balance.
- o Project on Inclusive Curriculum
- o All vice presidents and senior leaders in the Office of the Executive Vice President participate in training on cultural competency, micro aggressions, and benefits of diversity. To date, more than 400 new employees at the University have also participated in the multicultural competencies training during new hire onboarding. This training segment includes awareness, skills, knowledge, attitudes, behaviors, and beliefs developed to interact with and better serve diverse populations.
- o Hiring Game Changers Workshop-
This recruiting workshop provides leadership and staff involved in hiring with a framework for using multicultural awareness, skills, and knowledge to reduce bias in the hiring process, from prospect identification and recruitment to interviews and onboarding.

Carnegie Mellon University:

College of Engineering: Center for Faculty Success

https://engineering.cmu.edu/faculty_staff/services/center_faculty_success/index.html

- o Jr. Faculty Program- A mentoring program between new and senior faculty in promoting inclusion, and to help new faculty acclimate to University setting.

- o Plaidvocates – workshops in unconscious bias and to minimize the effects and be aware of biases.
- o https://engineering.cmu.edu/faculty_staff/services/center_faculty_success/plaidvocates.html

Columbia University: <http://facultydiversity.columbia.edu/>

Office of the Vice Provost for Faculty Diversity and Inclusion

- o Best practices guide in Faculty mentoring
 - Clear articulation of career goals/departmental priorities; technical and psychological support; identifying mentor models; identify resources needed; roles and responsibilities; oversight and evaluation.
- o Columbia Center for Teaching and Learning
 - Faculty orientations, Workshops, teaching resources and lectures
- **Northwestern:** <http://www.northwestern.edu/diversity/>
 - o Diversity and Inclusion Timeline and Report
 - Inaugural State of LGBT Health Symposium (8.18.2016)
 - “Bringing together researchers, policy makers, community-based organizations, and members of the broader LGBT community to discuss the intersection of research and policy related to LGBT health”
 - Dance marathon (6.24.2016)
 - to support “educational and therapeutic programming to individuals of all ages with Down syndrome to build their confidence and promote continuous improvement”
 - Native American Steering Group established (6.3.2016)
 - Revisiting John Evans and the Sand Creek Massacre (5.4.2016)
 - “A panel of Cheyenne and Arapaho representatives and descendants of John Evans spoke about the Sand Creek Massacre and John Evans’ legacy”
 - Diversity and Equity Awards and Grants (4.7.2016)
 - Provost Office created two new programs: Grants for Faculty Innovation in Diversity and Equity (<http://www.northwestern.edu/provost/faculty-resources/career-development/diversity-and-equity-grants/index.html>) and the Award for Faculty Excellence in Diversity and Equity (<http://www.northwestern.edu/provost/faculty-honors/award-for-excellence-in-diversity-and-equity/index.html>)
 - Increases to Financial Aid (3.3.2016)
 - “Significantly increase financial aid for students, eliminate loans for incoming undergraduates and provide University-funded scholarships to undocumented students who are graduates of U.S.

- high schools”
 - Launched Institute for Sexual and Gender Minority Health and Wellbeing (2.29.2016)
 - “First research institute in the United States...that is focused exclusively on LGBT health”
 - Employee Accommodation Fund Establish (2.8.2016)
 - “Established a centralized fund to support the hiring of employees with disabilities”
- Program list (includes title of program/event, timeframe, and sponsoring party/organization) <http://www.northwestern.edu/diversity/programs/index.html>
- Embracing Diversity brochure: <http://www.northwestern.edu/diversity/docs/diversity-inclusion-brochure.pdf>
- Starting in 2000, created annual reports, “to gauge the University’s progress recruiting and retaining under-represented groups”
 - <http://www.northwestern.edu/diversity/resources/reports/index.html>
- **Purdue University:** https://issuu.com/purduediversityandinclusion/docs/16_spring_program_guide_0f1e7b2b5cad60/15?e=0/32126868
 - 2016 Program guide detailing events/programs/organizations that support diversity and inclusion (safe space zones with times, panels, lectures, celebrations of holidays, etc.)
- **University of Houston Center for Diversity and Inclusion:** <http://www.uh.edu/cdi/>
 - Services
 - Advocate for Students
 - Computer lounge, study and meeting space
 - Safe space, “for students to study, engage in intercultural dialogue, and enhance their leadership abilities”
 - Diversity education workshops and programs
 - “Offers diversity related trainings and seminars to help students become active citizens who are able to identify and work within the needs, strengths and challenges of a diverse environment”
 - Lending library
 - “Provide a library of diversity related resources...to help borrowers increase their understanding of important historical and currently relevant topics that relate to diversity, inclusion, and social justice”
 - Program co-sponsorship
 - “Partners with other campus student organizations and departments to increase outreach and showcase various aspects of diversity”
 - Resources
 - Cultural Student Organizations list: http://www.uh.edu/cdi/resources/cultural_student_organizations.html
 - Campus Resources list: http://www.uh.edu/cdi/resources/campus_resources.html

- Diversity Related studies list (academic courses and departments):
<http://www.uh.edu/cdi/resources/diversity-related-studies.html>
 - Funding for engagement initiatives and learning opportunities for students as well as more formal grant funding for conferences, etc.
- Cornell University: <http://diversity.cornell.edu/>
 - Equal Opportunity & Policies
 - Oversight and Responsibility
 - Department of Inclusion and Workforce Diversity (DIWD)
 - “Using data collection and workforce analysis, DIWD designs and delivers innovative strategies to achieve inclusive excellence in the University’s systems, structures, and culture”
 - Makes sure the university is compliant will all federal, state, and local laws
 - Equal Education and Employment Opportunity
 - Lots of policies that outline the University’s stance on being entirely inclusive as well as discussing remedial/disciplinary measures for employees or students who do not comply (all kind of vague)
 - Affirmative Action and Workforce Inclusion Plans
 - Disability Access
 - Outlines disability access routes as well as strategic planning for increased accessibility for people with (mostly physical) disabilities - <http://disability.cornell.edu/docs/2015-2016-disability-strategic-plan.pdf>
 - Gender Equity and Title IX
 - <http://titleix.cornell.edu/>
 - Lots of outlines of what qualifies as prohibited behaviors, but not much on how Cornell addresses the behaviors/potential consequences
 - Restroom/Facilities Use Guidelines
 - Inclusion of “universal restrooms” throughout the campus
 - Cornell’s Vision Statement on Diversity
 - <http://diversity.cornell.edu/sites/default/files/Open%20Doors%20Open%20Hearts%20Open%20Minds%20Logo.pdf>
 - Addressing Campus Climate
 - Addressing Bias Activity
 - Since 2000, Cornell has tracked biases that have been reported and update it monthly. Create mid-year and Annual reports based on aggregate data
 - <http://diversity.cornell.edu/addressing-bias-activity>
(Monthly incident summaries and annual reports)
 - Quantitative Study of Climate for Diversity at Cornell
 - 2013 study that focused on engagement and inclusion - prompted further research

- engagement
 - <http://ritm.yale.edu/>
 - In 2015, allocated funds for faculty positions focusing on un- and/or underrepresented communities
 - Created more courses that support this field
 - Five year initiative to support diversity - supporting faculty recruitment, appointments, pipeline development, etc.
 - Created: Emerging Scholars Initiative Post-BA Research Education Program and Dean’s Emerging Scholars Initiative Fellowship (both are fully enrolled)
 - Created dean position for diversity and faculty development
- Expanding Programs, Services, and Support for Students
 - Increased cultural center budgets and staffing
 - Adjusted financial aid policy
 - “Increase of \$2 million in financial aid spending to reduce the amount that students are expected to contribute from summer earnings, as well as a new ‘college start-up fund’ to provide \$2000 awards in the freshman year to students with the highest levels of financial need”
 - Enhance mental health and counseling offerings
- Improving Institutional Structures and Practices
 - Conduct leadership training on recognizing and combating discrimination (starting fall 2016)
 - Created new website for students that talks about university policies and procedures surrounding discrimination and harassment
 - <http://student-dhr.yale.edu/>
 - ** New committee to develop principles on renaming of campus buildings
 - <http://president.yale.edu/advisory-groups/presidents-committees/committee-establish-principles-renaming-0>
- Representations of Diversity on Campus
- Harvey Mudd College: <https://www.hmc.edu/diversity/>
 - Key Goals:
 - Awareness
 - “Understanding of critical issues, including bias, power, and privilege. We actively counter racism, sexism, classism, heteronormativity, ableism, and other forms of institutionalized oppression”
 - Allyship

- “We aim to offer students, faculty, and staff the skills, training, and space for dialogue to serve as allies to one another on the path to a socially just and equitable society. Our programming model includes speakers, educational series, events, and trainings”
 - Action
 - Impact Report:
 - Offer educational series, seminars, book clubs, among other activities to support their mission
 - Free competitive summer program for newly entering, underrepresented students in STEM areas
 - Really strong results from their programs
 - Learning Outcomes
 - “Attendees at OID projects and events will:
 - 1. Learn multiple facets of different issues/different perspectives.
 - 2. Be able to articulate a different point of view or an unfamiliar way of looking at the world.
 - 3. Be able to identify ways in which they will integrate at least one thing they learned into their lived practice”
- Stanford: <https://diversityandaccess.stanford.edu/diversity/diversity-facts>
 - Best Practices for Creating a Diverse Search Plan
 - Determining Opportunities for Diversifying Staff
 - Office needs? Stakeholders? Current office demographics? Vacancies and types of positions?
 - Evaluating Job Descriptions
 - Aligned with commitment to diversity? Language of job description? Accurately reflect skills and education needed? Include biased language?
 - Diversifying the Applicant Pool
 - Interview Applicants
 - Make sure interview pool includes women and minorities
 - If search committee is used, have it reflect the kind of population you wish to hire
 - Staff groups - provide professional, educational, social outlets for staff to learn and grow together. Have annual multicultural staff group celebratory events as well as monthly professional, social, and learning events
 - Multicultural Springfest
 - Complimentary lunch, art exhibits, live music
 - Celebration of staff - honor staff members who have been working for 30 years or more