

STRATEGIC PLAN FOR FACULTY DIVERSITY

Lehman College
of The City University of New York
2013 - 2018

www.lehman.cuny.edu

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(condensed version)

GOAL 1: Foster a campus climate that respects and values diverse perspectives and identities and where all members of the community experience a remarkable sense of belonging.

OBJECTIVE 1: Support and sustain curricular and co-curricular programs to create cultural competency and to develop a shared understanding of how affirming diversity helps achieve an excellent campus climate reflecting the multiple cultural identities of faculty, staff and students. (Achieving the Vision, objective 1.1).¹

STRATEGY 1.1: Develop a dedicated website that provides online resources that affirm the institutional commitment to diversity, enhances faculty and staff cultural competencies, and publicizes campus and community diversity programs and events.

STRATEGY 1.2: Educate the campus community on how to identify and prevent harassment and discrimination, the campus offices and resources to address concerns, and strategies to promote inclusion.

OBJECTIVE 2: Assess the effectiveness of diversity initiatives and make adjustments accordingly. (Achieving the Vision, objective 3.1)

STRATEGY 2.1: Conduct a campus-wide survey to establish baseline data about the campus climate and other elements of satisfaction from full and part-time faculty and professional staff representing multiple cultural identities; conduct a follow-up survey every three years, with findings distributed to the campus community.

OBJECTIVE 3: Generate funding to support diversity programs and activities. (Achieving the Vision, objective 3.2)

STRATEGY 3.1: Create a fundraising plan that identifies grants, gifts and other funding opportunities to advance the objectives of the Strategic Plan for Faculty Diversity.

GOAL 2: Refine and strengthen the search process to recruit an excellent and diverse faculty. (Achieving the Vision, objective 1.1)

OBJECTIVE 2.1: Implement a continuous improvement plan to refine and strengthen the faculty search process. (Achieving the Vision, objective 3.1)

STRATEGY 2.1.1: Develop School-specific diversity plans that are aligned with College strategic priorities, follow the goals and principles of the College's affirmative action program and identify specific strategies to enhance the diversity of the faculty workforce. (Achieving the Vision, objective 1.1)

STRATEGY 2.1.2: Expand diversity content in search materials and search orientations to improve the effectiveness of the recruitment and interview process, and contribute to the fair and equitable evaluation of applicant materials and candidates.

STRATEGY 2.1.3: Develop a faculty search tool kit with resources for building a diverse pool of applicants.

STRATEGY 2.1.4: Assess faculty search process to identify areas of success and areas to develop; use findings to make program improvements. (Achieving the Vision, objective 3.1)

STRATEGY 2.1.5: Ensure that faculty search committees are diverse and that search committees incorporate diversity best practices throughout the recruitment, interview, and selection process.

OBJECTIVE 2.2: Heighten the image of Lehman College as an employer of choice. (Achieving the Vision, objectives 1.1 and 1.3)

STRATEGY 2.2.1: Develop a Careers at Lehman webpage that contains inspiring and welcoming text, photos of our diverse campus community, features video footage and research projects of diverse faculty and

mentors, testimonials from faculty about why they choose to work at Lehman College along with links to other college sites that may be of interest to potential new faculty.

STRATEGY 2.2.2: Create attractive, engaging recruitment materials to distribute to faculty candidates to maintain their interest in Lehman College.

STRATEGY 2.2.3: Develop and implement a new faculty hire feedback process to solicit views about Lehman's recruitment, interviewing and appointment process; use results to identify areas for continuous improvement. (Achieving the Vision, objective 3.1)

GOAL 3: Retain diverse faculty and maximize the likelihood of tenure and promotion.

OBJECTIVE 3.1: Develop, strengthen and implement retention and promotion initiatives. (Achieving the Vision, objective 1.1)

STRATEGY 3.1.1: Develop educational materials and programs to enhance faculty and chairs' understanding of the criteria for successful promotion and tenure.

STRATEGY 3.1.2: Establish a mentoring program for junior faculty in which they work with senior/experienced faculty to initiate independent and collaborative research programs and receive guidance for grant-writing, publication, research and teaching.

STRATEGY 3.1.3: Create a faculty scholarship/publications group to provide support for faculty for writing and submitting publications.

STRATEGY 3.1.4: Support and reward innovative approaches to teaching and research and scholarship.

STRATEGY 3.1.5: Foster academic leadership development opportunities for all faculty through workshops, conference attendance, mentoring and fellowship programs.

OBJECTIVE 3.2: Assess progress to retain diverse faculty. (Achieving the Vision, objective 3.1)

STRATEGY 3.2.1: Develop and implement an exit interview program for faculty to gather data that will help the institution achieve a higher level of effectiveness and manage turnover.

LEHMAN COLLEGE DIVERSITY ADVISORY COUNCIL

The Strategic Plan for Faculty Diversity was developed by the Diversity Advisory Council. The Diversity Advisory Council, established spring 2013, serves as an advisory board to the President for diversity and inclusion issues. The members of the Diversity Advisory Council are:

Jessica K. Bacon, Assistant Professor, Counseling, Leadership, Literacy and Special Education; Gillian Bayne, Assistant Professor, Middle and High School Education; Stuart Chen-Hayes, Associate Professor, Counselor Education/School Counseling; Mark Christian, Professor and Chair, African and African American Studies; Shirlee Cohen, Lecturer, Nursing; Sandra Levey, Associate Professor, Speech-Language-Hearing Sciences; Erica Matthews, Executive Assistant to the Dean of Arts and Humanities; Dawn Ewing Morgan, SPHR, Chief Diversity Officer/Chief of Staff; Anny Morrobel-Sosa, Provost and Senior Vice President for Academic Affairs; Ruby Phillips, Assistant Professor, Psychology; Rosa Rivera-McCutchen, Assistant Professor, Counseling, Leadership, Literacy and Special Education; Anne Rothstein, Professor, Early Childhood and Childhood Education and Founding Director, Center for School/College Collaboratives; Deborah Rubin, M.S., M.P.H., Admissions Director, MSW and MPH Programs; Deborah Sanders, Lecturer, Economics and Business Department; Andrés Torres, Distinguished Lecturer, Latin American and Puerto Rican Studies; Susan Watson-Turner, Assistant Professor, Journalism, Communication and Theatre

^[1] The objectives and strategies are cross referenced, as appropriate, to objectives in Achieving the Vision by Building on a Strong Foundation, Strategic Directions for Lehman College 2010-2020.