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To: President Jeremy Travis
From: Vice Chancellor Gloriana B. Waters *Gloriana B. Waters*
Subject: Faculty Diversity Strategic Plan (FDSP) 2013-2018

My thanks for your leadership that facilitated the completion of the Faculty Diversity Strategic Plan (FDSP) for John Jay College. The FDSP serves as a five-year framework to guide your campus on how best to translate the CUNY Diversity Action Plan's goals and strategies into specific actions at the department, school or division level.

In effect from Fall 2013 to Fall 2018, the Plan addresses your specific challenges with respect to recruitment, retention and climate. The campus FDSP identifies viable activities and programs to support diversity and inclusion, and advances a long-term strategy designed to explore and integrate best practices throughout CUNY. As the Plan is implemented, a continuous process of review, reflection and assessment will contribute to the transformation of the college.

I look forward to reading the annual report detailing the progress attained toward achieving the goals in the FDSP. This report to the University Office of Recruitment and Diversity is due May 19, 2014. If you have any questions, please contact University Dean Jennifer S. Rubain at 646-664-3296 or Jennifer.Rubain@cuny.edu.

Your dedication to the completion of the FDSP underscores your unwavering commitment to the core values of diversity and inclusion.

c: Interim Chancellor William P. Kelly
University Dean Jennifer S. Rubain
Provost Jane Bowers
Ms. Silvia Montalban



FACULTY DIVERSITY STRATEGIC PLAN
Fall 2013- Spring 2018

Submitted by:

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FACULTY DIVERSITY STRATEGIC PLAN

Fall 2013- Spring 2018

College Mission Statement

John Jay College of Criminal Justice of the City University of New York is a liberal arts college dedicated to education, research, and service in the fields of criminal justice, fire science, and related areas of public safety and public service. It strives to endow students with the skills of critical thinking and effective communication; the perspective and moral judgment that result from liberal studies; the capacity for personal and social growth and creative problem-solving that results from the ability to acquire and evaluate information; the ability to navigate advanced technological systems; and the awareness of the diverse cultural, historical, economic, and political forces that shape our society.

The College, under the leadership of President Jeremy Travis, is dedicated to fostering an academic environment, to promoting the highest quality of undergraduate and graduate study, to promoting and protecting academic freedom, to promoting scholarship and encouraging research, especially in areas related to criminal justice and public service. The breadth and diversity of scholarship at the College reflects our continuing commitment to innovative analyses, interdisciplinary approaches, and global perspectives. The College offers its students a curriculum that balances the arts, sciences, and humanities with professional studies. It serves the community by developing graduates who have the intellectual acuity, moral commitment, and professional competence to confront the challenges of crime, justice, and public safety in a free society. It seeks to inspire students, faculty, and staff to the highest ideals of citizenship and public service.

In furtherance of its mission and its commitment to promoting a vibrant academic environment, the College has developed a Faculty Diversity Strategic Plan (“the Plan”) that advances the College’s Master Plan domains of excellence that include excellence in teaching, scholarship and institutional effectiveness. In particular, the Faculty Diversity Strategic Plan addresses the Master Plan goal to foster and sustain excellence in research,

scholarship and creative work as well as the goal to advance systemic, continuous processes of self-study that foster reflection, improvement and accountability in support of the College's mission and goals. Related objectives under that goal are "to invest in the recruitment and retention of excellent, diverse, faculty and staff," as well as to "provide a welcoming, safe and attractive campus that...helps make studying and teaching at John Jay a physically, psychologically and socially successful experience."

This Faculty Diversity Strategic Plan, in line with the aforementioned broader Master Plan goals, focuses on strategies to further the College's goals of enhancing (1) recruitment, (2) retention and (3) climate for faculty, including those from underrepresented groups.

The College acknowledges and thanks the following members of the John Jay College community for their service by assisting in the development of this Plan:

Jane Bowers, *Provost and Senior Vice President for Academic Affairs*
Carlton Jama Adams, *Associate Professor, Chair of the Africana Studies Department and Head Academic Chairperson*
Silvia Dapia, *Professor and Chair of the Foreign Languages Department*
Anthony Carpi, *Interim Associate Provost for Research Advancement and Professor, Department of Sciences*
Kevin Nesbitt, *Director of Faculty Affairs & Academic Integrity Officer, Office of the Provost*
Daniel DiPrenda, *Adjunct Lecturer, Law and Police Science*
Carmen Solis, *Associate Professor, SEEK Department and Faculty Associate to the Office of Graduate and Professional Studies*

Goal 1: Recruitment

Objective: To strengthen outreach to diverse candidates

Strategy 1: Continue to expand established linkages with doctoral granting institutions that award significant numbers of PhDs to members of diverse groups to build relationships in the pre or early career stage.

- **Action Item 1:** *Each academic department that is hiring full-time faculty must submit a plan that will be integrated into its search process.*

Intended outcome: In year one, the submission process of all plans representing each academic department is implemented.

Long term outcome: Reinforce accountability of academic departments by aiming toward 100% compliance in academic department plan submissions by year five (2018).

- **Action Item 2:** *Each academic department identifies professional associations, doctoral granting institutions and relevant job fairs or conferences that are discipline –specific as recruitment sources to be added to Human Resources' list of places to advertise.*

Intended outcome: Establish standard and reliable recruiting sources for faculty positions

Long term outcome: Recruitment resources yield more diverse pool of candidates and potential hires from doctoral programs.

- **Action Item 3:** *Create a database of recruitment sources through collaboration among the Provost's Office, Office of Compliance & Diversity ("OCD"), Human Resources and Academic Departments.*

Intended outcome: Further broaden outreach to qualified candidates.

Long term outcome: Have a data set that allows for meaningful year to year comparison of job applicant totals with attention to women and minority faculty as contrasted with overall rates.

Strategy 2: Incorporate the comprehensive guidelines of the Office of Recruitment and Diversity's (ORD) search "tool kit" (expected release Fall 2013) into campus search procedures.

- **Action Item 1:** *The OCD continues to review and monitor recruitment plans to ensure that search committees are diverse and charges them with information for understanding the objective to garner a diverse pool of applicants.*

Intended outcome: Academic departments learn value of input from diverse search committee membership.

Long term outcome: Create an environment in which academic department Chairpersons and the Provost Office are partners in the faculty search process.

- **Action Item 2:** *The Human Resources Department (HR) conducts CUNYFirst Talent Acquisition Management (TAM) training for search committees.*

Intended outcome: Give search committees more immediate control and hands-on management of recruitment processes with access to applicant submissions and pool.

Long term outcome: Search process becomes more efficient, consistent and yields more useful data derived from the centralized CUNYFirst system.

- **Action Item 3:** *After internal campus-feedback, the OCD collaborates with other CUNY campus Chief Diversity Officers to establish best practices university-wide.*

Intended outcome: Implement practices most beneficial to John Jay College.

Long term outcome: Determine which practices are best by using metrics on job applicants.

Strategy 3: Design job descriptions to attract the broadest pool of qualified candidates.

- **Action Item 1:** *The OCD, Human Resources and the Provost's Office work together on designing job descriptions to attract women, minorities, and other protected class groups that fully represent, highlight and describe all of John Jay college's supportive resources and accomplishments in promoting diversity.*

Intended outcome: Eliminate underutilization.

Long term outcome: To see documented increase in women and minority applicants to faculty positions.

- **Action Item 2:** *The Provost Office will consult with female and minority faculty, via at least one workshop per semester, to learn what attracts them to John Jay College as an institution that values diversity.*

Intended outcome: Enhance targeted recruitment efforts by refining outreach efforts and advertisement resources. (e.g. by contacting heads of PhD institutions with large amounts of under-represented candidates, including women and minority graduates)

Long term outcome: Gathering information from each semester workshop that allows for broader conversations with the full faculty community about fostering the value of diversity in attracting faculty to John Jay College and retaining them.

- **Action Item 3:** *The Provost Office will invest in resources and will develop and circulate literature and website information that highlights the benefits of working at John Jay College, specific academic departments, the attractions of New York City and the campus's surrounding neighborhood.*

Intended outcome: Attract qualified and talented faculty to relocate in order to teach at John Jay College.

Long term outcome: Enhance reputation of John Jay College as a prominent academic institution that values diversity.

Goal 2: Retention

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

Strategy 1: Enhance existing mentoring programs for untenured faculty which include the essential component of ongoing evaluation measures that foster continued professional development.

- **Action Item 1:** *The Provost Office will use the Faculty Development Day and Human Resources will use the BRAVO Summer Employee Institute to offer workshops to senior faculty, recently tenured faculty, newly hired, untenured faculty and adjunct faculty on a variety of topics including how to mentor and receive mentorship.*

Intended outcome: Strengthen best practices to address various needs for mentoring faculty in various stages of development

Long term outcome: Create cross-disciplinary support networks among senior faculty, recently tenured faculty, newly hired and untenured faculty.

- **Action Item 2:** *Request all academic departments develop faculty mentoring plans that may exist within or outside the department for newly hired and untenured faculty, thereby specifying goals, monitoring efforts, defining expected results as well as outreach efforts for publicizing the mentoring program.*

Intended outcome: Establish objectives in order to achieve mentorship success in each academic department.

Long term outcome: Determine what mentoring goals were met. Strategize to address unmet goals.

- **Action Item 3:** *Human Resources and the Provost Office will continue to conduct exit interviews and begin to organize that data effective Spring 2014 in order to use the information to inform future faculty engagement.*

Intended outcome: The exit interview is utilized as a tool that yields information about deficiencies to fine-tune retention efforts.

Long term outcome: Achieve reduction in departmental turnover while ensuring high quality is maintained in the faculty recruited and appointed.

Strategy 2: Continue and improve orientation program for faculty outlining key objectives for achieving tenure and promotion and highlighting internal and external resources that focus on research and teaching.

- **Action Item 1:** *The Provost Office, through the Faculty Personnel Committee and its staff, as well as other offices that will support this, including the Office for the Advancement of Research and the Center for Advancement of Teaching, will offer more opportunities for sessions to learn about key objectives to achieve tenure and promotion as well as offer sessions for chairpersons on how to advise department faculty to reach those objectives.*

Intended outcome: Establish an institutional professional support resource.

Long term outcome: Academic department chairpersons consistently communicate to junior faculty the availability of professional development opportunities.

- **Action Item 2:** *The Provost Office and the Center for Advancement of Teaching will collaborate to run specific workshops that teach faculty how to design each portion of their portfolio.*

Intended outcome: Enable faculty to create portfolios that accurately reflect strengths in teaching, scholarship and service record.

Long term outcome: Create a system of transparency in academic guidance.

- **Action Item 3:** *Senior faculty at the College will be consulted to assist in indentifying faculty (women, minorities and non-minority faculty) from other campuses and/or universities to speak to untenured faculty at the College about their experience and the methods they utilized toward achieving tenure and promotion. This is in line with advancing the Faculty Personnel Committee's objective to make standards transparent to all faculty.*

Intended outcome: Share best practices toward achieving tenure and promotion in various disciplines.

Long term outcome: Foster collegiality and support that is interdisciplinary and among academic institutions and create pipeline of faculty referrals based on these relationships with external faculty.

Strategy 3: Generate significant attention to teaching, research and grant development to support tenure candidates' development of a scholarly agenda.

- **Action Item 1:** *Academic departments in collaboration with the College's Office for Advancement of Research will gather and disseminate information regarding scholarly interests, which includes continuing to effectively utilize the recently launched scholarly database.*

Intended outcome: Establish discipline-specific resources accessible by each department.

Long term outcome: Help candidates design a focused and rich research agenda that still allows for an interdisciplinary approach.

- **Action Item 2:** *The Office for the Advancement of Research will centralize information on professional development opportunities (including grants, awards, and fellowships) while publicizing it, such as by inviting internal and external professionals to speak at workshops about opportunities to apply for grants that advance diversity and inclusion.*

Intended outcome: To provide faculty with easy access to all known grant, award and fellowships opportunities.

Long term outcome: An increase in faculty applications for competitive external awards and success in securing awards, some of which encourage scholarly research and dialogue on diversity.

- **Action Item 3:** *Develop networks for research within John Jay College and identify such networks within CUNY and beyond that foster cross-collaboration and that are available for all faculty who have similar research interests such as African-American literature, Latino/a Studies, Women's Studies, and social justice issues.*

Intended outcome: Establish collaborative resources for scholarly research.

Long term outcome: Enhanced University-wide academic networks.

Goal 3: Improve Climate

Objective: The College will foster a welcoming and inclusive environment for all faculty.

Strategy 1: Create and support opportunities that facilitate dialogue and engagement among faculty to advance inclusion and a welcoming environment.

- **Action Item 1:** *Continue the Provost's Committee on Adjunct Affairs and the Provost's Adjunct Initiative to survey and assess adjunct quality of life concerns on campus.*

Intended outcome: Effectively utilize forums in which adjuncts can communicate and have their needs and concerns addressed.

Long term outcome: Foster inclusive atmosphere for adjunct faculty both within academic departments and the campus community.

- **Action Item 2:** *Promote and increase visibility (throughout campus and on website) of diversity efforts with appropriate communication to designated audiences.*

Intended outcome: Demonstrate that the campus offers opportunity for exposure to a variety of public interest matters in myriad forums geared toward a variety of audiences.

Long term outcome: Enhance a supportive environment on diversity that is clear to internal and external audiences, including prospective students, employees and alumni.

- **Action Item 3:** *Conduct surveys on climate.*

Intended outcome: Identify barriers that impede engagement in diversity efforts.

Long term outcome: Establish systematic approaches to foster inclusiveness and a collegial atmosphere where there is a free exchange of ideas so that John Jay College maintains a reputation of an inclusive welcoming environment for faculty, students and staff.

Strategy 2: Continue, expand, and institutionalize College-wide dialogue and collaboration on diversity issues between academic departments and campus-wide offices.

- **Action item 1:** *The Director of Compliance & Diversity will continue equal employment opportunity training including training all academic department chairpersons and coordinators. (This includes CUNY on-line sexual harassment training and other legally mandated diversity training.)*

Intended outcome: Ensure Chairpersons and coordinators have essential knowledge of policies and legal mandates that foster a safe and inclusive environment.

Long term outcome: Reduction in complaints, disciplinary actions and grievances through on-going reinforcement of principles for compliance.

- **Action item 2:** *Disseminate to all faculty information about resources in John Jay College and the University that foster a better working environment (e.g. Public Safety Department services, Wellness Center services, Employee Assistance Program, etc.).*

Intended outcome: Provide accessible and readily available information and resources that improve the quality of work life.

Long term outcome: Engaged faculty satisfied with quality of work life contribute in nurturing a positive and supportive campus climate.

- **Action Item 3:** *The Center for Advancement of Teaching and the Office of Accessibility Services collaborate to present to all faculty information regarding services and resources for faculty with disabilities as well as faculty who may need assistance on working with students with disabilities.*

Intended outcome: Enhance effective strategies for teaching and learning that address classroom challenges as balanced with curriculum requirements.

Long term outcome: Strengthen classroom teaching methods while promoting inclusiveness of faculty and students with disabilities.

Strategy 3: Encourage faculty to learn about and participate in John Jay College and University-wide programs supporting professional development and to use John Jay College and CUNY resources to learn about issues impacting diverse groups.

- **Action item 1:** *The Provost Office will disseminate to all full-time faculty information about the John Jay College Latino Faculty Initiative (by the Office of Academic Affairs), the Inclusive Excellence Initiative (by the Office of Faculty & Staff Relations), the CUNY Diversity Projects Development Fund (DPDF), the Faculty Fellowship Publication Program and other opportunities that become available.*

Intended outcome: Expand the repertoire of research and scholarship into areas that explore issues of diversity.

Long term outcome: Increased participation fosters the College's and University's demonstrated commitment to promoting diversity through funding and scholarship incentives.

- **Action item 2:** *The Provost Office will continue to work with Office of Undergraduate Research to encourage participation of faculty from underrepresented groups in research collaboration with students.*

Intended outcome: Ensure that the work of faculty from underrepresented groups is showcased and celebrated in public and meaningful ways.

Long term outcome: Create a tradition of recognition and awareness of the achievement of all faculty and students throughout the College.

- **Action Item 3:** *Disseminate to faculty and invite speakers to discuss information about CUNY resources that support and advance diversity (e.g. the Center for Lesbian and Gay Studies; the Asian American/Asian Research Institute; the John D. Calandra Italian American Institute; the Center for Puerto Rican Studies; the Dominican Studies Institute; CUNY's Women's Centers; and the Office of Veterans Affairs) as well as those that enhance the quality of work life (e.g. Wellness Center Services, the Employee Assistance Program-CUNY Work Life).*

Intended outcome: Familiarize faculty with diversity resources in order to foster a broader sense of community and inclusiveness through cross-campus interactive events.

Long term outcome: Establish long-term relationships with aforementioned CUNY institutes in order to build diversity engagement across departments and within the University system. Faculty members are informed and engaged enough to help John Jay College and CUNY reshape evolving resources and offerings for its constituents in order to address burgeoning issues.