

ABSTRACT

# FIVE YEAR STRATEGIC PLAN

to remove the systemic barriers that have led to a paucity of female and minority STEM faculty at all academic ranks and their advancement into leadership positions within WSU.

Goal 1: Increase and advance faculty from underrepresented groups, females in STEM, racial and ethnic minorities.

Objective 1 Establish policies and practices for hiring and recruitment that lead to greater representation of women and racial and ethnic minorities in the STEM academic workforce and within the university.

## Interventions/Strategies 2

Goal 2: Ensure that the process for tenure and promotion is transparent, equitable, and free from explicit or implicit bias.

Objective 1. Ensure that guidelines for tenure and promotion are clear, lacking in bias, and adequately communicated.

**Strategy/intervention 1.** Educate chairs and deans regarding implicit bias in tenure and promotion policy documents as a topic in Chair Leadership Workshops (Goal 3).

**Activities:**

Invite nationally recognized expert to hold workshops with department chairs and college deans/associate deans to address the identification of subtle biases in annual review, tenure, and promotion documents and how we can improve evaluation processes to remove gender and racial bias. ( ) ( ) ( ) ( ) ( ) ( ) ( )

- Ensure that annual evaluations (e.g., Faculty Activity Report) explicitly speak to the faculty member's progress towards tenure and/or their next promotion or PIR opportunity.

## Objective 2. Provide support and mechanism to accommodate increased service activities and alternate career trajectories.

**Strategy/intervention 1.** Review and update university, college, and departmental policies to consider the extent to which service activities and/or teaching are/can be given greater value with respect to promotion and how these will be evaluated.

### Activities:

- Establish a mechanism by which faculty who take on significant service responsibilities or establish a greater teaching focus can be considered for promotion based on an assessment that assigns greater proportion to those aspects of their appointment and places relatively less emphasis on other areas, including scholarship.

**Strategy/intervention 2.** Ensure that service responsibilities are equitably assigned and compensated

### Activities:

- Assess the equity of service assignments in departments
- Make department chairs responsible for assigning service responsibilities equitably among the faculty members.
- Colleges and departments must provide course releases and/or stipends for service responsibilities that go beyond the normal expectations with respect to the time necessary to perform those responsibilities.

Goal 3: Create and foster a culture at all levels (department, college and university) that supports recruitment, retention and advancement of women and URM (American Indian/Alaskan native, Hispanic, Black non-Hispanic, Hispanic, and Hawaiian/Other Pacific Islander)

Objective 1. Establish a program to educate and train faculty and administrators at all levels to foster awareness and reduce the impact of implicit bias.

**Strategy/intervention 1.** Create an Advocates and Allies<sup>i</sup> program to intentionally transform departmental and college cultures and practices.

**Activities:**

- Connect with ADVANCE institutions to learn implementation strategies best-suited for WSU.
- Secure funding to train and support first cohort of Advocates
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