

Priority: Become nationally recognized for attracting high achieving students from diverse national and international populations

TASK FORCE #11: Objective: Enhance the diversity of the faculty to mirror the percentage of African-American, Hispanic, and women terminal degree recipients working in academia by 2010.

Tactic	Who implements it	What will be done	How it will be done	When it will be done	Resources required
RECRUITMENT					
Institute a revolving recruitment fund for faculty from underrepresented groups.	President	University encourages departments to increase faculty diversity	University provides monetary incentives to departments for increasing faculty diversity	Begins AY 2005-2006	\$200,000
Create a Standing Executive Committee on Faculty Diversity (CFD), chaired by the provost and charged with coordinating NJIT's efforts to recruit and retain women and minority faculty.	President CFD CFD & AFD	President appoints the CFD. CFD elects a university Advocate for Faculty Diversity (AFD). The CFD establishes targets for each discipline and creates discipline-specific recruitment and retention toolkits for each school/college.	Provost holds each dean accountable for developing and successfully implementing a plan to reach faculty diversity targets within the college/school.	Begins September of AY 2005-2006.	CFD annual budget: \$25,000. AFD: half release time
Identify organizations that advocate for women and underrepresented minorities, establish partnerships with them, and maintain a consistent presence within them.	CFD, AFD	NJIT establishes partnerships with historically black and Hispanic-serving universities. Departments coach NJIT women and minority graduate students to become future faculty.	AFD coordinates implementation.	Begins September 2005	[From CFD budget: \$3,500 in annual travel grants]

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Identify organizations that advocate for women and underrepresented minorities, establish partnerships with them, and maintain a consistent presence within them... (continued)	CFD, AFD	<p>NJIT establishes connections with minority faculty advocacy groups</p> <p>NJIT establishes a consistent presence at conferences where women and minority are present</p> <p>NJIT proactively recruits female and minority PhDs working at National Laboratories.</p>	AFD coordinates implementation.	Begins September 2005	
Institute programs to bring prospective women and underrepresented minority graduate students and faculty to the NJIT campus.	Provost, CFD and AFD.	<p>NJIT establishes a research professor program for women and minority ABDs.</p> <p>NJIT establishes a visiting professor program for women and minorities.</p> <p>Departments invite women and minority faculty to campus frequently as visiting professors and colloquium speakers.</p>	<p>AFD coordinates efforts to invite women and minority faculty to campus as speakers.</p> <p>Provost heads efforts to identify internal and external funding for the new visiting professorship programs.</p>	Beginning in September of AY 2005-2006.	[Two \$70,000 slots, funded 50% by external dollars and 50% by a university match]
RETENTION					
Create a university-wide 3-year New Faculty Development Program (NFDP), administered by the Provost's Office in consultation with the AFD.	Provost, HR, CFD, AFD	<p><u>The NFDP includes:</u></p> <p>--An orientation module designed for faculty;</p> <p>--A vertical mentoring component in which senior faculty share best practices in teaching and research with junior faculty;</p>	<p>HR implements the faculty orientation component.</p> <p>Provost, CFD, & AFD implement the mentoring-networking components.</p>	<p>Begins September 2005 for all faculty hired during 2004-2005.</p> <p>Begins September 2005 for all faculty hired during 2004-2005.</p>	[NFDP funded from CFD budget: \$10,000 annually]

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<p>Create a university-wide 3-year New Faculty Development Program (NFDP), administered by the Provost's Office in consultation with the AFD.... (continued)</p>	<p>Provost, HR, CFD, AFD</p>	<p>--A lateral peer networking component in which junior faculty share research and interact socially with each other;</p> <p>--A P&T preparation workshop series; and</p> <p>--Access to an optional menu of teaching and research resources.</p>	<p>Provost, CFD, & AFD implement the mentoring-networking components.</p>	<p>Begins September 2005 for all faculty hired during 2004-2005.</p>	
<p>Create a research and scholarship mentorship group.</p>	<p>Provost</p>	<p>Provost convenes a research and scholarship mentorship group, who disseminate best practices.</p>	<p>Research and scholarship mentorship group charged with developing: How-To Workshops on grants; A Research Seminar Series; A Senior Faculty Career Talk Series</p>	<p>Begins Fall 2005</p>	<p>[From the CFD budget: \$1,000 annually]</p>
<p>Create a Faculty Work/Life Balance Program for tenure-track faculty, based on best practices at other progressive universities.</p>	<p>Provost, Human Resources (HR)</p>	<p>NJIT integrates & repackages existing family-friendly policies with a new policy:</p> <p>--Provision of on-site childcare (<i>existing</i>);</p> <p>--Option to stop the tenure clock for birth/adoption (<i>existing</i>); -</p> <p>--Option of leave for the semester in which birth or adoption takes place and the following semester (<i>new policy</i>).</p>	<p>Provost implements policy.</p> <p>[No change in Family Leave Policy required.]</p>	<p>New policy development begins June 2005</p> <p>Faculty Work/Life Balance Program begins 2006.</p>	<p>[\$9,300 in adjunct salary per case (<i>average</i>)]</p>
<p>MARKETING</p>					

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Ensure that the university marketing plan consistently and effectively communicates the rationale for diversity and publicizes the university's policies and programs that promote diversity.	CFD, University Communications	NJIT incorporates diversity mission statement into university marketing plan.	Communications oversees implementation.	Begins June 2005	No additional funds required.
RESEARCH & ASSESSMENT					
Implement a systematic study of terminal degree recipients in academia to establish faculty diversity hiring goals in each discipline.	The Office of Institutional Research and Planning (IRP)	IRP gathers and presents data to president, provost, and CFD.	IRP designs and implements study.	Study is completed by June 30, 2005.	No additional funds required.
Maintain a national database of prospective women and minority faculty candidates.	The Office of Institutional Research and Planning (IRP)	IRP maintains a national database.	Provost reallocates existing funds to hire graduate student RA to oversee the database	Begins July 1, 2005. Ongoing.	No new funds required.
The Human Resources Office (HR) and the Office of Institutional Research and Planning (IRP), in collaboration with the CFD, should conduct ongoing quantitative and qualitative research on the status of women and underrepresented faculty.	HR and IRP	IRP annually collects, analyzes, and publicly disseminates data regarding recruitment, retention, and promotion of women and minority faculty at NJIT. HR conducts formal exit interviews with each departing faculty member.	IRP uses both quantitative and qualitative research methods Provost reallocates existing funds to hire graduate student RA to oversee the database (same RA as above). HR conducts face-to-face exit interviews and maintains an anonymous database.	Begins July 1, 2005.	No additional funds required.