



**RECOMMENDATIONS FROM FACULTY GENDER EQUITY WORKING GROUP
JOINT UNIVERSITY SENATE – OFFICE OF THE PROVOST**

Chair: Eileen Fry-Bowers (Nursing)

Members: Diana Chen (Engineering), Esteban Del Rio (Arts & Sciences and Advisor to the Provost for Faculty Affairs), Tom Reifer (Arts & Sciences), Nicole Schuessler Veloz (Title IX Coordinator), Dennis Zocco (Business)

Ex-Oficio: Gail Baker (Vice President, Provost), Aarti Ivanic (Business, University Senate Chair)

2-1-2020

Recommendations from the Provost/Senate Faculty Gender Equity Working Group (Working Group):

Preamble:

The Working Group recognizes that social structures in society and the workplace have fostered environments where different forms of discrimination against and harassment of individuals who are members of protected classes¹ combine, overlap, or intersect with gender discrimination.

The Working Group also recognizes that gender identity and therefore gender equity is not limited to binary definitions of gender. Thus, these recommendations support equity for a range of gender identities: female, male, and those that do not correspond to previously established ideas of female and male, including nonbinary and transgender identities.

Thus, consistent with USD's Strategic Plan, *Envisioning 2024, Pathway: Access and Inclusion* and *Goal 2: Strengthening Diversity, Inclusion & Social Justice*, the Working Group addresses gender equity in broad and inclusive terms, acknowledging that when a workplace is equitable, all members benefit. Broadly speaking, the Working Group recommends that all units use evidence-based recruitment, hiring and retention methods to enhance faculty diversity and foster an equitable and inclusive learning and workplace environment.

Phased Recommendations: The Working Group recommends to the University Senate and Provost's Office implementation of a four-phased university-wide best practices approach to fostering, in broad and inclusive terms, a campus environment of diversity and gender equity in the following faculty-related areas: hiring and retention, the merit-evaluation process, allocation of faculty workload responsibilities, and civility and respect in the workplace.

The Working Group recommends this implementation² in the following four phases: Staging, Preparation and Training, Implementation, Reporting and Accountability to be conducted over the next year and a half starting in spring 2020 – fall 2021. The Working Group prioritizes actions, provides a timeline for initiating action, and identifies responsibility for each action.

- I. Staging: Spring 2020
- II. Preparation & Training: Fall 2020 and Academic Year 2020-2021
- III. Implementation: Spring 2020 onwards
- IV. Reporting & Accountability: Fall 2020 onwards

Responsible parties: Office of the Provost, Unit-level Deans and Associate Deans (as appropriate), Department Chairs, Unit-level faculty, University Senate, and Human Resources.

¹ See University of San Diego Policy 2.2.2 Policy Prohibiting Discrimination and Harassment which “prohibits and does not tolerate unlawful discrimination against or harassment of ... on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, marital status, pregnancy, age, physical disability, mental disability, or other characteristic protected by federal or state law.”

² See pages 6-9 for Detailed Implementation Plan

PHASE 1: STAGING

Charge 1. Faculty Hiring & Retention Practices.

Process	Responsibility	Timeline
a) Convene a successive Working Group to update the existing Faculty Recruitment and Retention Toolkit (2012) (Toolkit) to reflect current evidence-based principles and practices for faculty recruitment, hiring, evaluation, and promotion and to facilitate use of Toolkit across all units (e.g., create “one pagers” for use by department chairs, search committees, etc.).	Joint University Senate-Office of the Provost Working Group	Begin spring semester 2020
b) Provide a mechanism for faculty to seek support outside of unit.	Office of the Provost – Faculty Advisor to the Provost	Completed – January 2020 and ongoing

Charge 2. Faculty Education.

Process	Responsibility	Timeline
a) Hire externally trained facilitators to provide on-going and responsive faculty education on diversity, equity and inclusion.	Office of the Provost	Begin summer 2020
b) Evaluate existing training modules through HR.	Joint University Senate – Office of the Provost Working Group	Begin spring semester 2020

Charge 3. Faculty Workload Allocation.

Process	Responsibility	Timeline
a) Create a successive Working Group to further investigate Charge 3, with charge to include: i. Investigate if Institutional Research and Planning (IRP) has existing tools for measuring workload; ii. Create a working partnership with Institutional Effectiveness and Strategic Initiatives (IESI) to collect data from each school; iii. Create an agreed upon definition of workload which goes beyond teaching load and research (e.g., mentorship, Honors advisors, service commitments, etc.).	Joint University Senate – Office of the Provost Working Group	Begin fall semester 2020

PHASE 2: PREPARATION AND TRAINING

Charge 1. Faculty Hiring & Retention Practices.

Process	Responsibility	Timeline
a) Provide annual diversity, equity and inclusion (DEI) training for all faculty and administrators serving on search committees, all faculty and administrators serving on rank and tenure committees, and all department chairs.	Office of the Provost; Unit-level Deans	Begin fall semester 2020
b) Provide all faculty and administrators (e.g., department chairs, associate deans, etc.) who participate in recruitment, hiring, evaluation, and promotion processes with training in use of existing Toolkit and revised Toolkit when available.	Office of the Provost; Human Resources	Begin fall semester 2020
c) Confirm, or develop as applicable, departmental rank and tenure documents that describe expected levels of achievement to faculty and provide explicit guidance and transparency throughout the evaluation and tenure process.	Unit-level Deans in conjunction with unit-faculty and Office of the Provost	Begin fall semester 2020 – Academic Year 2020-2021; Implement by fall 2021
d) Communicate expectations to all tenure and tenure-track faculty upon hire and during each evaluation period.	Unit-level Deans, Associate Deans, Department Chairs, or Designees as applicable	Begin fall semester 2020 – Academic Year 2020-2021; Implement by fall 2021

Charge 2. Faculty Education.

Process	Responsibility	Timeline
a) Institute workplace civility training to include training regarding implicit bias, at New Faculty Orientation.	Office of the Provost, External Facilitators (See Phase 1, Charge 2a)	Begin fall semester 2020
b) Institute workplace civility training to include training regarding implicit bias, at the department level to ensure civility in all units.	Office of the Provost	Begin fall semester 2020
c) Include a module on workplace civility training in the annual Title IX education.	Human Resources	Begin fall semester 2020

PHASE 3: IMPLEMENTATION

Charge 1. Faculty Hiring & Retention Practices.

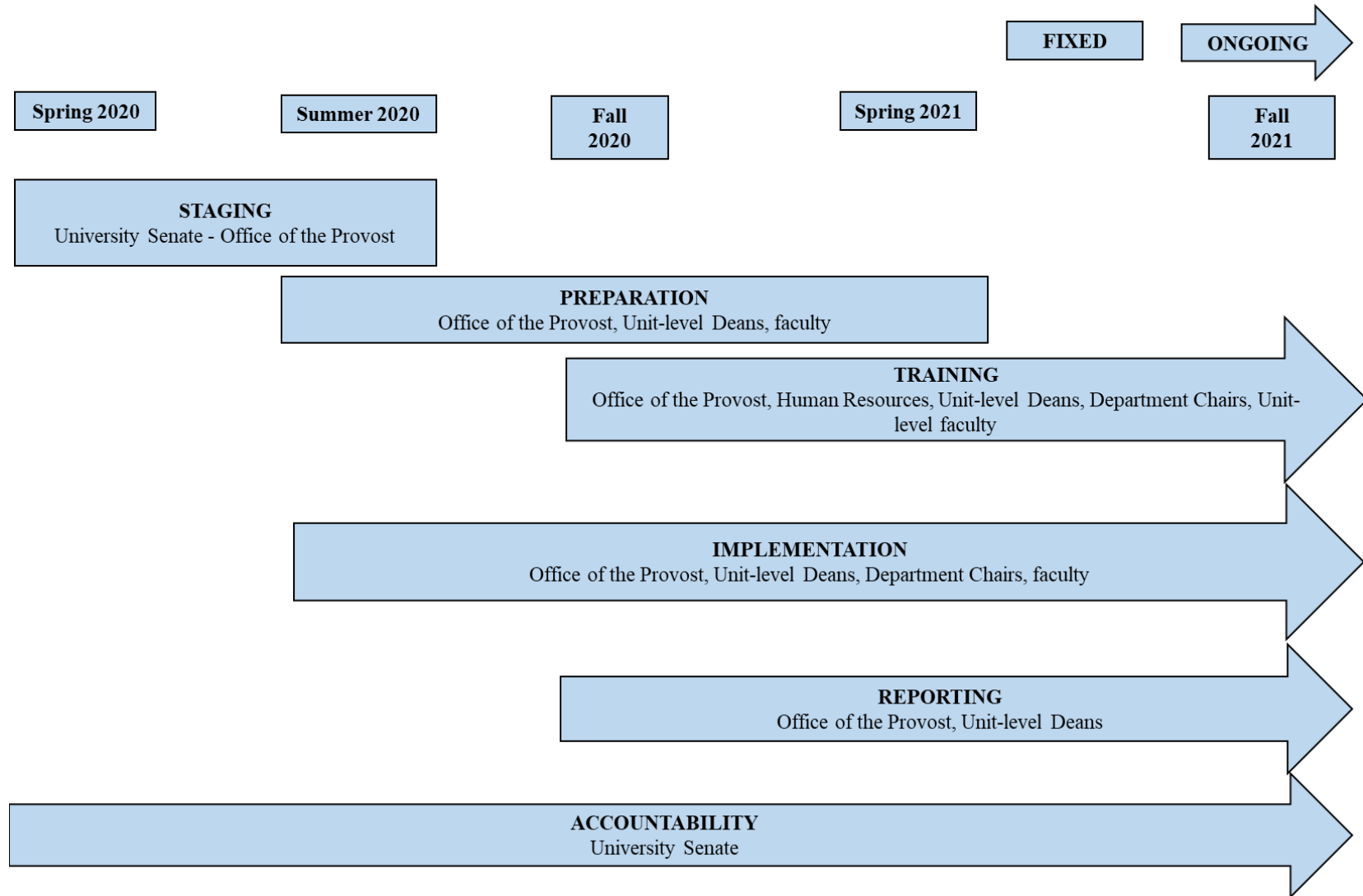
Process	Responsibility	Timeline
a) Designate a point person in each unit to serve as a liaison to the Toolkit Joint Working Group and who will ensure use of the Toolkit by the unit.	Unit-Deans, Office of the Provost	Begin spring 2020

PHASE 4: REPORTING AND ACCOUNTABILITY

Charge 1: Faculty Hiring & Retention Practices.

Process	Responsibility	Timeline
a) All units to provide an annual report to the Provost, University Senate, Chief Diversity Officer, and Advisor to the Provost for Faculty Affairs that details hiring and/or promotion processes as applicable for the preceding year.	Unit-Deans, Office of the Provost	Begin fall semester 2020
b) Revise performance evaluations of Deans to ensure they regularly review and address gender equity, diversity and inclusion in their units.	University Senate - Office of the Provost	Begin fall semester 2020
c) The Provost Office to provide the University Senate with an annual report detailing all faculty hires for the preceding year, identifying areas of strength in the hiring processes, rank and tenure process, and areas in need of support and development, with a plan to address.	Office of the Provost	Begin fall semester 2021
d) Ongoing monitoring of implementation plan	University Senate	Begin spring 2020

Implementation Plan



Detailed Implementation Plan

Charge 1: Faculty Hiring & Recruitment

Charge 1: Faculty Recruitment & Retention		Phase 1: Staging; Phase 2: Preparation & Training; Phase 3: Implementation	Working Group	Training	Reporting	Ongoing				
Phase	Duration	Activity	Responsibility	Spring 2020	Summer 2020	Fall 2020	Spring 2021	Summer 2021	Fall 2021	Ongoing
1	2 semesters & summer	Update Faculty Recruitment & Retention Toolkit	University Senate - Office of Provost Working Group	Working Group						
	Ongoing	Advisor to Provost for Faculty Affairs	Office of the Provost	Ongoing						
2	Yearly Training	Diversity, equity and inclusion (DEI) training - hiring, rank and tenure, merit	Office of the Provost, Unit-level Deans, Department Chairs		Training			Training		Ongoing
	Yearly training	Training in use of existing Toolkit and revised Toolkit when available	Office of the Provost, Unit-level Deans, Department Chairs			Training			Training	
	1 Academic Year	Confirm, or develop as applicable, unit / departmental rank and tenure documents	Unit-level Deans, Unit-faculty with updates to Office of the Provost			Working Group				
	Ongoing	Communicate expectations to all faculty upon hire and during each evaluation period as available	Unit-level Deans, Associate Deans, Department Chairs, or Designees as appropriate	Ongoing						
3	2 semesters	Designate a point person in each unit to serve as a liaison to the Toolkit Joint Working Group	Unit-level Deans	Working Group						
	Ongoing	Designate a point person in each unit to ensure implementation of Toolkit	Unit-level Dean	Ongoing						
4	Yearly (every Fall)	Unit annual report on hiring/promotion, rank and tenure processes including gender equity	Unit-level Dean, Associate Dean			Reporting			Reporting	Ongoing
	1 semester	Revise performance evaluations of Deans to ensure they regularly review and address gender equity, diversity and inclusion in their units.	University Senate - Office of the Provost			Working Group			Reporting	
	Yearly (every Fall)	University annual report on hiring/promotion, rank and tenure processes including gender equity	Office of the Provost						Reporting	
	Ongoing	Monitor Implementation Process	University Senate	Ongoing						

Detailed Implementation Plan
Charge 2: Faculty Education & Charge 3: Faculty Workload Allocation

Charge 2: Faculty Education		Phase 1: Staging; Phase 2: Preparation & Training; Phase 3: Implementation	Working Group	Training	Reporting	Ongoing				
Phase	Duration	Activity	Responsibility	Spring 2020	Summer 2020	Fall 2020	Spring 2021	Summer 2021	Fall 2021	Ongoing
1	1 semester	Evaluate existing training modules through HR	University Senate - Office of Provost Working Group	Working Group						
	Summer	Hire external facilitators to provide trainings	Office of the Provost		Training					
2	Yearly Traning (Fall)	Workplace civility training to include training regarding implicit bias, at New Faculty Orientation.	Office of the Provost; Human Resources			Training			Training	Ongoing
	Yearly Traning (Fall)	Workplace civility training to include training regarding implicit bias, at the department level to ensure civility in all units.	Office of the Provost; Unit-level Deans			Training			Training	
	Yearly Traning (Fall)	Include a module on workplace civility training in the annual Title IX education.	Human Resources			Training			Training	
4	Ongoing	Monitor Implementation Process	University Senate	Ongoing						
Charge 2: Faculty Workload Allocation		Phase 1: Staging; Phase 2: Preparation & Training; Phase 3: Implementation	Working Group	Training	Reporting					
Phase	Duration	Activity	Responsibility	Spring 2020	Summer 2020	Fall 2020	Spring 2021	Summer 2021	Fall 2021	Ongoing
1	1 academic year	Working Group to evaluate Faculty Workload Allocation	University Senate - Office of Provost Working Group			Working Group				
4	Ongoing	Monitor Implementation Process	University Senate	Ongoing						