<table>
<thead>
<tr>
<th>Dept Strengths &amp; Challenges</th>
<th>Goals</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| **Example A: A Diversity – Phase One Dept.** (no UMF; limited pool): A dept. with a very strong academic reputation but no UMF and a very small pool. In addition, no senior women faculty in the dept. | Goal 1: Hiring – Recruit a majority faculty member with a strong diversity-advocacy record; Recruit 3 minority ABD Fellows/Diversity Scholars within three years; hire at least one to the rank of asst. prof.  
  Goal 2: Establish connections with regional HBCU’s; 2 HBCU partnerships within 2 years; establish short-term faculty exchanges  
  Goal 3: Collaborate with other units to create an inclusive climate (ongoing) | 1. Apply for funds to recruit UM Scholars (racial/ethnic minorities, veterans, etc); meet with HR to develop collaborative search committee strategies; identify a potential hire; appoint the majority faculty hire to serve as the dept.’s diversity advocate.  
  2. Appoint a departmental diversity liaison to recruit at minority professional conferences, to locate potential senior female profs and to work collaboratively on pipeline initiatives (e.g., visits to HBCU’s with the Grad School).  
  3. Working with ODI, set up a series of hands-on faculty and administrator workshops on cross-cultural communication; dept. reps attend diversity workshops & report back. |
| Challenges:  
  1. Finding UMF to recruit  
  2. Recruiting and retaining female associates and/or full professors  
  3. Creating a more welcoming climate | | |
| **Example B: A Diversity – Phase 2 Department** (potential for recruiting UMF): A dept. with a strong record of locating UMF and making offers, none of which have been successful due to non competitive salaries. | Goal 1: Make competitive offers to UMF candidates; hire 2 in the next 3 years  
  Goal 2: Establish a mentoring program  
  Goal 3: Revise dept governance to include a diversity committee and/or appoint a diversity advocate within the dept. | 1. Apply to centralized Diversity Recruitment Pool for a Salary Enhancement Award well in advance of UMF offers in hopes of making them competitive.  
  2. Invite the OP, ODI, and/or faculty from other depts. To assist in designing a mentoring program for all junior faculty; apply for funds from ODI to attend an out-of-state mentoring symposium.  
  3. Hold elections for a diversity committee and/or appoint a liaison. Their charge: to produce a detailed dept. diversity plan to be included in the annual report to the college. |
| Challenges:  
  1. Insufficient funds to make salaries competitive  
  2. No mentoring program  
  3. No diversity committee or rep. | | |
| **Example C: A Diversity – Phase 3 Department** (several UMF Recruited and retained): A dept. with an established record of recruiting/retaining UMF and with access to diverse pools of faculty and grad student candidates. | Goal 1: Address the issue of salary compression  
  Goal 2: Increase retention by improving mentoring teams and offering rewards for exceptional service; assist other departments  
  Goal 3: Continue to recruit a diverse faculty and attract/retain minority graduate students | 1. Work with the dean of the college and PO to address salary compression issues.  
  2. Invite faculty to attend training sessions with mentoring experts; invite faculty mentors to apply for extra travel funds; reassess the effectiveness of mentoring teams by consulting with mentors and mentees; working through the college, collaborate with another dept. to set up a mentoring program.  
  3. Work with HR on advertising: apply for an increase in TA stipends; offer summer stipends to TAs who work on diversity initiatives; work with HR’s Dual Career Program on spousal/partner placement. |
| Challenges:  
  1. Salary compression  
  2. Training for mentoring teams; service obligations for women and UMF  
  3. The loss of minority graduate students to universities with more competitive stipends | | |