

Year-end report

Subcommittee on Diversity, Equity, and Inclusion (DEI)

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Members: Carol Hayes; Shaista E. Khilji; Susan LeLacheur; Abebayehu Tekleselassie; and Sarah Wagner

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Charge

Senate Resolution 21/7 (Resolution on Diversity, Equity, and Inclusion)

[Resolving Clause]

6) The university start conversations to re-assess its recruitment, hiring, and mentoring practices across the various schools and propose concrete plans of action and metrics to increase and support workforce diversity, including through increased funding and resources for diversity candidate recruitment and mentoring, and procedures that hold search committees and departments accountable for their processes and outcomes;

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Primary aims

1. define the scope of our work and establish our priorities of action;
2. gather baseline data on diversity among current GW faculty, as well as information regarding the retention of underrepresented minority faculty and obstacles impeding it; and
3. identify partners within the GW community working on DEI issues in order to understand better both policy and practice implemented in the various schools across the university.
4. (only partially met) develop recommendations related to faculty recruitment, hiring, retention, and promotion, based on the baseline data and DEI partner input.

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As an ASPP subcommittee our focus is faculty—that is, to *strengthen diversity, inclusion, and equity at the faculty level.*

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Summary of main activities

Since its inception, the Sub-Committee has met 9 times and engaged in the following activities with various stakeholders.

1. Followed up with Vice Provost Laguerre-Brown regarding some of the key points related to faculty hiring, retention, and promotion from historically minoritized groups (Oct-Nov 2020).
2. To establish a baseline data for comparison, the subcommittee sought information from Chris Bracey, Vice Provost for Faculty Affairs (Nov 2020-April 2021).
3. Collaborated with DEI leaders across GW campus (Jan 2021).
4. Presented an interim report to ASPP (February 2021).
5. Diversity Audit & Interim Report Discussions with Provost Blake (March-April 2021).

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baseline data: step 1

Information the subcommittee requested from Vice Provost Laguerre-Brown

- Where GW is now in terms of hiring, retaining, and promoting faculty from historically minoritized groups.
- Information gleaned from informal exit discussions with faculty who have left GW for other institutions.
- Information about exemplar programs/schools/departments with a track record of success or promising practices in faculty workforce diversity, including strategies that led to their success.

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Feedback Vice-Provost Laguerre-Brown has received from under-represented faculty (*the bulleted list is a quotation*):

- feelings of isolation, exclusion, or hostility in their departments
- inadequate mentorship [lack of recognition/incentives for senior faculty mentoring junior faculty and graduate students]
- perceived de-valuing of scholarship that focuses on people of color, race, or gender
- participation in search processes that leave them feeling resentful and disappointed about bias, microaggressions, or what they perceive to be anemic attention to diversity in the search

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Two (2) key issues highlighted by Vice Provost Laguerre-Brown:

1. **consistency** — the lack of consistency in faculty recruitment, hiring, and mentoring practices across the university.
2. **university culture** — requires a university culture that prioritizes and supports diversity, equity, and inclusion among the entire GW community—students, faculty, and staff.

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baseline data: step 2

Chris Bracey, Vice Provost for Faculty Affairs

Where is GW now in terms of hiring, retaining, and promoting faculty from historically minoritized groups? Data from the past (approximately) five years:

- Demographics of faculty hires
- Demographics of faculty departures
- Demographics of promotion from assistant to associate professor
- Demographics of promotion from associate to full professor
- Demographics of contractual versus tenure accruing /tenured faculty

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Hires and departures (2016-2020)

316 hired and 337 left

Race	Number of Faculty	Percentage of total hires
African American (URM)	28	9%
Latinx (URM)	19	6%
Native American (URM)	2	less than 1%
Asian American	68	22%
Multiracial	2	less than 1%
Unknown	13	4%
White	184	58%

Race	Number of Faculty	Percentage of total hires
African American (URM)	25	7%
Latinx (URM)	12	4%
Native American (URM)	3	less than 1%
Asian American	38	11%
Multiracial	0	0%
Unknown	0	0%
White	259	77%

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Promotion Data

From Assistant to Associate; From Associate to Full

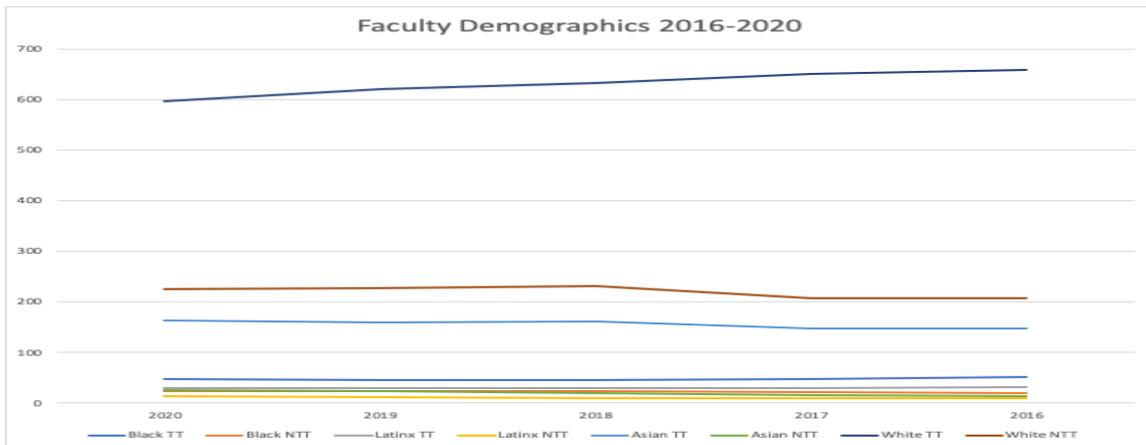
Race/ethnicity	Male	Female	Total	Percentage of total
African American (URM)	4	5	9	6%
Latinx (URM)	2	0	2	1%
Native American (URM)	0	0	0	0%
Asian American	10	18	28	20%
Multiracial	0	0	0	0%
Unknown	0	1	1	Less than 1%
White	60	48	108	73%

Race/ethnicity	Male	Female	Total	Percentage of total
African American (URM)	6	0	6	6%
Latinx (URM)	3	1	4	4%
Native American (URM)	0	1	1	1%
Asian American	10	8	18	18%
Multiracial	0	0	0	0%
Unknown	0	1	1	1%
White	42	28	70	70%

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Tenure/ Non-tenure data

The line graph below captures both, tracking a slight but not insignificant decline in the overall number of tenured faculty members.



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baseline data: step 3

Meeting with DEI leaders from across the schools (Jan 27)

- What are your experiences leading DEI within your school and unit?
- What are your goals for 2021?
- What is working well for you in your respective schools (focus on best practices)
- What changes would you like to see in your schools, departments, and/ University?
- What would an ideal environment look like for you to make the changes you want to make?
- As you think about inclusive faculty recruitment, what suggestions do you have? What would you like to see implemented more consistently across the schools' recruitment and hiring practices?
- As you think about inclusion and equity, what suggestions do you have that might improve faculty retention and promotion? What would you like to see implemented more consistently across the schools' retention practices and supporting faculty to promotion?

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Focus groups with DEI leaders

The challenges described and solutions offered:

- **Challenge:** Absence of a university-wide strategy
 - **Solutions:** Develop a strong commitment to DEI including a forward-looking DEI strategy and concrete DEI goals (both short-term and long-term).
- **Challenge:** Lack of attention to nurturing talent
 - **Solutions:** Identify and establish best practices for mentors; establish communities and affinity groups for BIPOC.
- **Challenge:** Lack of accountability and secrecy around hiring policies and processes
 - **Solutions:** Thoughtful cluster hiring, creating pathways from visiting positions to tenure track, strengthening the role of a faculty diversity advocate.

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Discussions with Provost Blake

- Continued to share our work with Provost Blake in the fall semester.
- We were invited to work with him in a consultative role after the University announced launch of its diversity audit.
- In March, the subcommittee met with Provost Blake to discuss the announced GW diversity audit and shared the subcommittee's interim report.
 - The subcommittee recommended that Provost Blake work with the Office of Diversity, Equity, and Community Engagement in making preparations for the diversity audit.
 - Provost Blake mentioned he had read the report and agreed with our recommendations.
- In March, Provost Blake shared an initial "scoping" document related to the GW diversity audit. The subcommittee members gave feedback.
- In mid-April, Provost Blake emailed some of the subcommittee members with a request to provide feedback on a "diversity assessment scope" document.
- The subcommittee waits to see what our consultative role entails, and if our services are needed for the diversity audit.

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Subcommittee reaction to the diverse faculty hiring report

To consistently and effectively implement these policies:

- GW needs to foster a *culture of inclusion and equity*.
- GW needs an integrated DEI approach:
 - *Alignment*: Identifying and clearly communicating DEI goals (short term and long term) and DEI strategy. Unless we have a clearly laid out strategy and goals, we will not be able to monitor and track our progress.
 - *Top leadership commitment and allocation of appropriate resources*, which would also establish school/ department/ program leadership as well as individual commitment.
 - *Establishment of organizational systems and programs* (such as the ones proposed by Chris Bracey and Caroline Laguerre-Brown in their report) that support DEI strategy and goals.

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Subcommittee recommendations

Streamline various DEI initiatives across GW and follow these steps:

- Create listening and learning spaces within GW (to receive bottom-up input, build connections with various stakeholders, and support/build knowledge and expertise)
- Use this input to develop DEI strategy and goals
- Provide resources to demonstrate institutional support and commitment
- Secure buy-in across various stakeholders (using positive messaging)
- Commit to long-term cultural change

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Subcommittee's immediate next steps (summer)

We believe our work is just beginning

- With institutional support, conduct focus groups of faculty from minoritized groups.
 - We expect to include early- to mid/late-career faculty members.
 - These focus groups will provide rich qualitative data and could be used by the Senate to propose resolutions and the Provost office to develop policies that support the well-being of underrepresented faculty groups at GW and make GW an inclusive university.
- Request input from committee, departments, and deans involved in faculty recruitment, hiring, retention, and promotion about their immediate plans (challenges and opportunities) for change.

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Faculty responsibility and administrative commitment to drive long-term investment in bringing about systemic change depends on...

- * policy and practice
- * financial investment
- * an integrated DEI culture