

SUNY Cortland PRODiG Narrative for 2019-2020

As described in our renewal application, SUNY Cortland made great strides toward our goals to diversify our faculty through our 2019-2020 PRODiG efforts. Of particular note is the hiring of four URM faculty through our Diversity Faculty Fellows (DFF) program and one women in STEM through our enhanced search processes. We believe some of this success was due in part to improved recruitment efforts.

SUNY Cortland was able to extend its marketing for all positions through an advertising package with Inside Higher Education that we were able to access due to our earning of an INSIGHT Into Diversity in Higher Education's "Excellence in Diversity (*HEED*) Award." In addition, all departments who had active searches were encouraged to post their job announcements on discipline specific job sites, as well as professional organizations that support URM in academia.

The departments doing searches for our new DFF Program also did an exceptional job with expanding marketing for these positions. For example, the Biology Department posted ads for their DFF position on the job sites of Diversity in Ed, MAES: Latinos in Science and Engineering, and American Indian Science and Engineering.

Another reason for SUNY Cortland's success this year was our ability to help departments make more strategic recruitment efforts beyond advertising. For all 2019-2020 searches, department chairs overseeing searches received more assistance at the beginning of the search in developing job postings that used more inclusive language and that also included qualifications that were less restrictive and not too narrowly focused. Along the same lines, some search committees included questions specifically related to diversity and inclusion during their phone interviews based on suggestions from HR and their Deans.

HR also provided demographic data to the respective Dean and the Provost for each search at the time of a request for campus interview. Based on this data, the Deans and Provost reviewed the application materials for any URM candidate that was not selected for a campus interview to determine if there was apparent bias. In some cases, committees were asked to revisit the qualifications of specific candidates. This was the first year this process was implemented.

The process for ensuring diverse candidate pools in our Diversity Faculty Fellow (DFF) searches was much more rigorous. HR provided demographic data at multiple times throughout the search process (before initial review of applications, at the time of request for phone interviews, and at the time of request for campus visits). One of the five DFF searches was cancelled due to lack of diversity in the pool.

While SUNY Cortland has had a required, standardized training and preparation process for all search committee members for many years, we added an additional search training for our DFF search committees this past year. This training focused specifically on recognizing and avoiding unconscious bias in the search process, and really helped search committee members develop a

deeper understanding of how to better recruit and hire more diverse candidates. The result of this change, and other efforts, was the hiring of four Diversity Faculty Fellows. We will be including this additional training in all searches going forward.

Both the departure of our Chief Diversity Officer in early March, along with the campus shut-down due to the pandemic later in March, presented challenges in our pursuit of all of our PRODiG goals. However, our ultimate success in hiring five PRODiG eligible faculty rests in our decision to focus solely on our goals related to improving our search and recruitment process, particularly as they related to the Diversity Faculty Fellows Program.

Given the high likelihood that there will be continued disruptions to the 2020-2021 academic year, we plan to again focus most of our PRODiG efforts in continuing our Diversity Faculty Fellows program over the next year. The DFF was a success not just in outcomes, but in process. Of the five searches, four were successful. The DFF searches engaged faculty in intentionally recruiting diverse faculty to their departments. Faculty were initially skeptical about our ability to attract diverse faculty for reasons that have been cited in the past – our campus' rural location, the demographics of our community, and our status as a “teaching” college. Yet, faculty engaged with the vision of the DFF program, and ultimately saw that it is possible for us to attract URM faculty to our campus.

For this reason, we intend to expand our DFF program by running five more DFF searches in 2020-2021. Departments will need to apply for the opportunity to search for a DFF and will need to specify how their departments will recruit, hire and support URM faculty. Given what we learned from experiences with the DFF this past year, we believe our improved recruitment and hiring strategies will be just as successful in 2020-2021.

2020 PRODiG PLAN RENEWAL APPLICATION – Progress Toward Goals Report

The PRODiG Assessment and Goal Evaluation form is designed to track campus progress toward goals identified in the PRODiG plans submitted in 2019. Information provided in this form will be reviewed and considered in decisions regarding future PRODiG funding.

As promised, we are making the process less onerous, so in the table below we are providing each campus with PRODiG plan goals as referenced in the PRODiG plan. Column 1 has been pre-filled based on the campus PRODiG plan submissions. The campus is solely responsible for completing Columns 2–5 with a special emphasis on the detailed action steps taken to reach each goal.

Below is a description of each Column in the table along with an explanation of required information to be added to each where relevant:

Column 1: Goal Categories

This column reflects the goals campuses articulated in their 2019 PRODiG Proposals, grouped by category (Hiring Goals, Pipeline Building Goals, Faculty/Staff Professional Development and Outreach and Collaboration). For goals that fall outside of these four goal categories, we added an “Additional Goals” category for campuses to add goals that do not neatly fit under the other four categories. Campuses should fill in the relevant information.

Column 2: Specific and Detailed Action Steps toward Goal Completion

This column requires the campus to provide detailed action steps for each separately identified goal in Column 1.

Column 3: Status

This column requires the campus to provide the status towards reaching the listed goal in Column 1. Status determinations are as follows: N= Not started, I= In-progress, C= Completed and O = Other (Provide a separate explanation if this is the case).

Column 4: % Complete

This column is based on the percentage of work completed per action step within a goal as shown in Column 1.

Column 5: Assigned to Whom?

This column is based on the individual/s that are responsible for assuring the completion and implementation of the identified goal in Column 1. Provide name and email or office of the responsible party.

SUNY Cortland

Column 1	Column 2	Column 3	Column 4	Column 5
Goal: Hiring	Detailed Action Steps toward Goal Completion	Status	% Complete	Assigned to whom?
Expand marketing for faculty positions (p.1)	SUNY Cortland was able to extend its marketing for all positions through an advertising package with Inside Higher Education that we were able to access due to our earning of an INSIGHT Into Diversity in Higher Education’s “Excellence in Diversity (HEED) Award.”	O These efforts are on-going	N/A	Human Resources Academic Departments
	<p>All departments who had active searches were encouraged to post their job announcements on discipline specific job sites and list serves, as well as professional organizations that support URM in academia. The search for a faculty member in Africana Studies advertised in the job sites of the National Council of Black Studies (NCBS), the African Studies Association (ASA), and the National Association of African American Studies (NAAAS). The search was also announced at an international conference, the African Studies Association of Africa in Nairobi, Kenya.</p> <p>The departments doing searches for our new Diversity Faculty Fellows (DFF) Program also did an exceptional job with expanding marketing for these new positions. For example, for a DFF position in Foundations of Education, the department posted with Minority Postdoc, the</p>	O These efforts are on-going	N/A	Human Resources Academic Departments

	National Association for Multicultural Education job bank, and the North American Association for Philosophy & Education. The Biology Department posted ads for their DFF position on the job sites of Diversity in Ed, MAES: Latinos in Science and Engineering, and American Indian Science and Engineering.			
Adherence to standardized search processes (p.1) including search committee trainings including search committee training and CDO review (p.11)	SUNY Cortland continues to have a very clear and standardized training and preparation process for all search committee members which is required for all searches. The training includes content on recognizing unconscious bias and strategies for diversifying applicant pools.	C	100%	Human Resources Academic Departments
	Because SUNY Cortland's CDIO left the institution in early spring for another position, the CDIO review of applicant pools was not implemented this year. We will determine if this process will still be a priority for the institution after consulting with the incoming CDIO when she arrives on campus in mid-August.	N	0%	Human Resources CDIO
Ensure Diverse candidate pools (p.8)	For all 2019-2020 searches, all department chairs overseeing searches received more assistance at the beginning of the search process to ensure more diverse candidate pools. They were guided in developing job postings that used more inclusive language and that also included qualifications that were less restrictive and not too narrowly focused. Along the same lines, some search committees included questions specifically related to diversity and inclusion during their phone interviews based on suggestions from HR and their Deans.	O These efforts are on-going	N/A	Human Resources Dean Provost

	<p>HR also provided demographic data to the respective Dean and the Provost for each search at the time of a request for campus interview. Based on this data, the Deans and Provost reviewed the application materials for any URM candidate that was not selected for a campus interview to determine if there was apparent bias. If needed, search committees were questioned about search criteria and reasons for non-selection. In some cases, committees were asked to revisit the qualifications of specific candidates. This was the first year this process was implemented.</p>			
	<p>The process for ensuring diverse candidate pools in our Diversity Faculty Fellow (DFF) searches was much more rigorous. HR provided demographic data at multiple times throughout the search process (before initial review of applications, at the time of request for phone interviews, and at the time of request for campus visits). One of the five DFF searches was cancelled due to lack of diversity in the pool. The other four DFF searches were successful.</p>	<p>O These efforts are on-going</p>	<p>N/A</p>	<p>Human Resources Dean Provost</p>
<p>Expand off-site recruiting at conferences (p.1)</p>	<p>Many of our plans for off-campus recruiting were disrupted by campus closures and conference cancellations. The Dean of Arts and Sciences and the CDIO attended the Southern Regional Educational Board (SRED) Institute on Teaching and Mentoring in the fall. Information about searches was shared with prospective candidates at this event.</p>	<p>I</p>	<p>25%</p>	<p>Deans Department Chairs Faculty</p>

	<p>Upon returning from this event, the Dean of A&S shared the names and CV's of candidates who connected with him and/or the CDIO at this event. In addition, the Dean also shared information from the SREB Scholar Directory with various search committees so they could send direct emails to candidates that were in the appropriate disciplines.</p> <p>Departments in our School of Professional Studies followed up with candidates that were shared by the CDIO from the SRED institute. One of the prospective candidates was a finalist in our Recreation and Leisure Studies Department search, but that candidate unfortunately accepted a different position. Other departments conducted informal canvassing at professional conferences. Fifty percent of the searches in the School of Professional Studies resulted in at least one prospective URM finalist.</p>			
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Column 1	Column 2	Column 3	Column 4	Column 5
Goal: Hiring (Continued)	Detailed Action Steps toward Goal Completion	Status	% Complete	Assigned to whom?
Create an informal network with the Faculty and Staff of Color (p.9) for recruitment	Due to the departure of our CDIO early in 2020, we were not able to start this initiative. We are hopeful that our new CDIO will be supportive of developing this network.	N	0%	CDIO
Utilize "Recruit like a Coach" Strategies/methods (p. 11)	One of the DFF searches (Foundations of Education) used this strategy with success. We will work to support other search committees to employ this strategy in DFF searches this coming year.	I	25%	Deans Department Chairs Faculty

Host a SUNY Comprehensive College URM Career Fair (p.12)	Due to the departure of our CDIO as well as the disruption caused by the pandemic, we were not able to host a URM career fair for comprehensive colleges this year. Given the impact of the pandemic on travel and budgets, we will not pursue this particular goal in the future.	N	0%	N/A
Column 1	Column 2	Column 3	Column 4	Column 5
Goal: Outreach and Collaboration	Detailed Action Steps toward Goal Completion	Status	% Complete	Assigned to whom?
Build more partnerships with HBCUs and HSIs (p.8)	Due to the departure of our CDIO as well as the disruption caused by the pandemic, we were not able to make much progress on this goal. The School of Education did compile a list of HBCU's and HSI's which house doctoral programs in Education, and we plan to reach out to these programs in 2020-2021 to discuss possible faculty collaborations.	I	10%	Deans Departments Faculty
Publicize Cortland's Diverse Faculty Fellows Program in national publications and HBCU and HSI partners (p. 11)	Using the support of graduate assistants, we hope to be able to send postings about our DFF program to HBCU's and HSI's in 2020-2021.	N	0%	SOE Graduate Assistant

Column 1	Column 2	Column 3	Column 4	Column 5
Goal: Pipeline Building	Detailed Action Steps toward Goal Completion	Status	% Complete	Assigned to whom?
Participate in PRODiG fellows program. (p.3)	In its first year of implementing our PRODiG plans, SUNY Cortland has been very successful. Four of five searches for our Diversity Faculty Fellows (DFF) Program were successful. We also hired a female faculty member in Biology who also qualifies for PRODiG as WSTEM. A sixth PRODiG hire was made through the dissertation fellowship program offered through the PRODiG initiative created by the Chief	I	100%	Human Resources CDIO Provost Deans Departments

	Academic Officers of the SUNY comprehensive colleges. We anticipate building on this success by continuing our DFF program in 2020-2021.			
Provide Fellows with intensive mentoring, (p.8) and new faculty orientation (p.10)	We are currently in the planning stages for a virtual new faculty orientation and intensive mentoring program for our new DFF hires.	N	0%	CDIO Provost Deans Departments
CDO and committee effort to discover “Future Professoriate” Programs, (p. 9)	We did not make any progress in connecting with “Future Professoriate Programs” at research institutions. Upon the arrival of our CDIO, we will discuss whether this goal is worth pursuing in the future.	N	0%	CDIO Provost Deans
Hold monthly URM mentoring meetings to build community (p.12)	Because our new DFF hires have not yet started, we have not begun holding these meetings.	N	0%	CDIO Faculty Mentos

Column 1	Column 2	Column 3	Column 4	Column 5
Goal: Additional Pipeline Building	Detailed Action Steps toward Goal Completion	Status	% Complete	Assigned to whom?
N/A – Given the success of our Diversity Faculty Fellows Program, we do not anticipate adding additional pipeline building goals.				

Column 1	Column 2	Column 3	Column 4	Column 5
Goal: Faculty/Staff Development	Detailed Action Steps toward Goal Completion	Status	% Complete	Assigned to whom?
On-going Professional Development workshops (p.2) such as Culturally	During the 2019-2020 academic year, our Culturally Relevant Teaching Committee had planned a full slate of professional development events for both faculty	I	50%	CRT Committee

Relevant Teaching and Intergroup Dialogues.	and students. In the fall, we held several CRT teach-ins where faculty and students discussed issues of bias, racism and exclusion in the classroom and learned strategies for implementing CRT in our classrooms. For spring, we held a “Black Lives Matter in Schools” event, which was widely attended, and had several other events planned including a day with Dr. Bettina Love on Abolitionist Teaching and a two-day CRT conference with keynote by Dr. Paul Gorski. Unfortunately, these events had to be postponed until spring 2021.			
	Our Multicultural Life and Diversity Office (MLDO) planned six intergroup dialogue sessions for the 2019-2020 year. Dialogues assist participants in enhancing their skills in the area of multicultural competency development, cross-cultural communications, problem solving, teamwork and collaboration. Four of the sessions (three in the fall and one in the spring) were held with the other two cancelled due to the pandemic.	I	65%	MLDO
First-Year activities through Faculty Development Committee (p.12)	First year activities for our newly hired DFF’s are in the planning stages.	N	0%	Provost Deans Faculty Development Committee
Membership in NFCDD (mentoring) (p.12)	Due to the departure of our CDIO, we did not seek membership in the National Center for Faculty Development and Diversity. We will be consulting with our incoming CDIO to determine if this is something we should pursue.	N	0%	CDIO
Expand professional communities beyond campus (p.12)	Due to the departure of our CDIO, we did not work on expanding professional communities beyond campus. We will be consulting with our incoming CDIO to determine if this is something we should pursue.	N	0%	CDIO

Column 1	Column 2	Column 3	Column 4	Column 5
Goal: “Additional”	Detailed Action Steps toward Goal Completion	Status	% Complete	Assigned to whom?
Hire five Diversity Faculty Fellows for each of the following four years of our PRODiG plan.	Our Diversity Faculty Fellows program was a success not just in outcomes, but in process. Of the five searches, four were successful and will substantially increase the number of URM faculty in their respective departments and on our campus. Perhaps just as important was the ability to engage faculty in four different departments in intentionally recruiting diverse faculty to their departments. Faculty were initially skeptical about our ability to attract diverse faculty through the DFF for reasons that have been cited in the past – our campus’ rural location, the demographics of our community, and our status as a “teaching” college. Yet, they engaged with both the task and the vision of the DFF program, and ultimately saw that it is possible for us to attract URM faculty to our campus. For this reason, we plan to continue running five searches for DFF’s over the remaining four years of our PRODiG project.	I	20%	CDIO Human Resources Provost Deans