

**FROSTBURG STATE UNIVERSITY  
EQUITY AND INCLUSION  
PLAN**



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## **I. INTRODUCTION**

Frostburg State University is an Equal Opportunity institution with respect to both education and employment. The University's policies, programs and activities are committed to diversity and conform to pertinent federal and state non-discrimination laws and regulations. To this end the university has established the following strategic goal:

### **Goal 4: Recruit and retain diverse and talented faculty and staff committed to student learning and University goals.**

#### **Action Priorities:**

Conduct a “campus climate” survey at least once every three years at institutional, college, and department levels to gauge employee morale and satisfaction in respect to various facets of their relationship with FSU, and as issues become apparent after an assessment of the data, develop and implement strategies to address issues.

- 1) Promote through special events programming an environment in which faculty and staff feel valued and appreciated, featuring a number of high-visibility employee recognition events per year at the institutional, college, and department levels. Chart the number of events.
- 2) Emphasize the need for diversity in all searches. Continue to seek greater consistency with minority recruitment experience at institutions in similar geographic regions and with similar demographic populations. Conduct qualitative analysis of reasons for exit, and utilize information to develop and enhance retention strategies.
- 3) Enhance faculty and staff development opportunities.
  - a) Chart and continue to expand the use of technology to enhance faculty and staff development opportunities. Support the acquisition of and training on basic tools to keep faculty and staff current professionally.
  - b) Chart and continue to expand efforts to work with the deans' offices and units across campus to provide faculty and staff development programming and mentoring.
- 4) Through TrakStar explicitly incorporate University and divisional strategic action priorities into the goal-setting process for employees.

## **II. FSU WORKFORCE DEMOGRAPHICS**

In accordance with its Equity and Inclusion Program, the University continues to increase the number of minority faculty and staff at the Institution. As of December 2015, Frostburg State University's workforce consisted of 1,046 full and part-time employees (381 faculty and 665 staff members).

Academic Affairs had 39 minority faculty members representing 10.2%. There are 9 minority non-tenure track faculty representing 5.4%. Of these 4 were African American/Black faculty representing 2.41%, 3 Asians at 1.8%, 1 Hispanic at 0.60%, 1 individual who was an American Indian at 0.60%, 2 who identified as Other at 1.20%, and 5 unknown at 3.01%. There were 30 minority tenure track faculty representing 14.0%. Of these 10 were African American/Black faculty representing 4.65%, 16 Asians at 7.44%, 4 Hispanic at 1.86%, and 7 individuals who identified as Other at 3.26%.

Minority staff members (34) were employed at a rate of 5.2%. Within the administration there are 17 African American/Black staff representing 2.6%, 10 Asians at 1.5%, 4 Hispanics at 0.6%, 1 American Indian representing 0.1% and 2 individuals who were two or more races at 0.3%.

<b>FSU Employment Demographics FY16</b>				
	<b>Faculty</b>		<b>Staff</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
American Indian Or Alaska Native	<b>1</b>	<b>0.26</b>	<b>1</b>	<b>0.1</b>
Asian	<b>19</b>	<b>4.9</b>	<b>10</b>	<b>1.5</b>
Black Or African American	<b>14</b>	<b>3.6</b>	<b>17</b>	<b>2.6</b>
Hispanic / Latino	<b>5</b>	<b>1.3</b>	<b>4</b>	<b>0.6</b>
Native Hawaiian Or Other Pacific Islander	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Two Or More Races	<b>0</b>	<b>0</b>	<b>2</b>	<b>0.3</b>
White	<b>342</b>	<b>89</b>	<b>631</b>	<b>95</b>
<b>Total Minority</b>	<b>39</b>	<b>10.1</b>	<b>34</b>	<b>5.1</b>

### **III. FSU WORKFORCE BY GENDER AND RACE**

As of December 2015, FSU's workforce totaled 1,046 employees. Females are employed at rate of 53%, (505) and are represented in 100% of all academic and administrative departments. Minorities are employed at a rate of 7.0% and are represented in 96% of the University's academic departments and 67% of all administrative departments. This analysis suggests that there is no policy or practice excluding minorities or females from employment in any department within the University.

#### IV. DIVERSIFYING THE FACULTY

Attempts to diversify the faculty in institutions of higher education has been a priority and subject of discussion, for decades. Despite national attention the advancement of diversity among faculty in higher education remains inadequate. Institutions face many different challenges such as location, demographics and financial resources.

Frostburg State University’s geographic location is a significant challenge in the recruitment and retention of minority faculty. Frostburg is not unique in this regard. As noted in the following table the majority of FSU’s comparable institutions have similar demographics. Additionally, two regional colleges; Allegany College of Maryland and Potomac State College of West Virginia University struggle as well to achieve a diverse faculty and support the challenge that this rural community faces.

#### Comparable Institutions And Geographical Locations

Institution Name	American Indian or Alaska Native Total	Asian Total	Black or African American Total	Hispanic or Latino Total	Native Hawaiian or Other Pacific Islander Total	White Total	Two or more Races Total	Race/Ethnicity Unknown Total	Nonresident Alien Total	All	% Minority
<b>Frostburg State University</b>	<b>0</b>	<b>18</b>	<b>9</b>	<b>6</b>	<b>0</b>	<b>204</b>	<b>1</b>	<b>6</b>	<b>10</b>	<b>245</b>	<b>18%</b>
Allegany College of Maryland	0	0	1	1	0	107	0	0	0	109	1.8%
Bridgewater State University	0	25	15	9	1	259	7	15	0	332	17%
Clarion University of Pennsylvania	0	8	10	4	0	182	1	1	7	243	11%
Fitchburg State University	1	10	9	4	0	157	7	0	1	193	18%
Kean University	0	44	29	20	0	254	0	0	4	351	26%
Millersville University of Pennsylvania	2	20	15	17	0	225	2	0	7	288	19%
Potomac State College of West Virginia University	0	0	0	0	0	41	0	0	1	42	2.3%
Western Carolina University	1	16	4	6	0	337	5	0	0	453	7.0%
Shippensburg University of Pennsylvania	1	22	16	9	0	261	1	4	0	314	16%
Sonoma State University	1	22	3	14	1	177	3	15	0	236	19%
State University of New York at New Paltz	1	31	12	20	0	277	2	0	14	277	18%
SUNY Buffalo State	2	34	19	17	0	300	0	0	14	386	19%
SUNY College at Potsdam	0	10	7	5	0	209	5	0	10	209	11%
The College of New Jersey	0	40	20	16	0	268	0	12	0	356	21%
The University of West Florida	3	23	17	9	0	262	2	3	0	319	17%
University of Massachusetts-Dartmouth	0	52	16	8	0	265	12	10	10	375	21%

## V. CURRENT RECRUITMENT AND RETENTION PRACTICES

**A. Recruitment** – At present the following strategies are employed to target as broad and diverse an applicant pool as possible:

- The FSU Strategic Plan, comprised of six overarching strategic goal statements, lists as Goal 4:

*Recruit and retain diverse and talented faculty and staff committed to student learning and University goals.*

This statement, in the document that sets the course for the University, demonstrates the importance of a diverse community and FSU's commitment to creating that diverse community.

- Open positions are posted and applications are accepted using FSU's applicant portal at <https://frostburg.peopleadmin.com>. All postings include the EEO Statement:

*Frostburg State University welcomes and encourages women, veterans and minorities to apply and seeks to recruit and retain a diverse workforce. FSU is an Equal Opportunity Employer. Appropriate auxiliary aids and services for qualified individuals with disability will be provided upon request. Please notify us in advance.*

- As part of the online application process, applicants are asked to voluntarily report demographic data including gender, race, and ethnicity. Since FSU switched to an online applicant tracking system starting in February 2013, self-reporting rates average approximately 93%.
- All search committees for faculty and staff positions require one member of the committee to be responsible for ensuring that minority outreach is a priority. The Chair of the search committee, when submitting applicants for campus interviews to our Director of ADA/EEO and Immigration Compliance, will also submit documentation regarding what efforts have been made with this initiative. Suggestions include:
  - Establish relationships with colleagues at HBI's, particularly those institutions that are similar in size and geographic location.
  - Contact colleagues at other institutions and seek nominations of minority students nearing graduation, recipients of fellowships and awards, or other interested persons.
  - Stress the importance of diverse applicants.
  - Make personal contacts with minorities at professional conferences and invite them to apply to FSU positions
- OHR posts faculty and exempt position ads with *The Chronicle of Higher Education*.
- OHR posts faculty and exempt position ads with HigherEdJobs.com and includes postings on their Affirmative Action Email to increase exposure and help recruit a diverse applicant pool. The Affirmative Action Email is sent weekly to 311,420 job seekers (as of March 2016) who have asked to receive job listings from employers actively recruiting candidates in accordance with affirmative action or diversity plans.

- Frostburg State University in conjunction with PeopleAdmin will utilize a Mobile-Optimized Job site. The cloud-based software will increase efficiency by streamlining the hiring process, increase visibility through transparency and collaboration and deliver strategic insights to drive the University's minority mission statement forward.
- OHR stresses the importance of diverse search committees when meeting with department heads/chairs and the priority of a diverse applicant pool when training search committees.
- The Director of ADA/EEO and Immigration Compliance consults with search chairs before candidates are invited to campus for interview to ensure that all efforts have been made to develop a diverse applicant pool.
- OHR posts faculty and exempt position ads on ScholarlyHires.com.
- FSU lists an Institutional Profile with both *The Chronicle of Higher Education* and HigherEdJobs.com to provide job seekers more details about FSU.
- To reach as many qualified applicants as possible, OHR asks hiring departments to suggest advertising sites of particular interest to the specific discipline/position. Targeted sites used recently include the following:
  - AACSB BizSchoolJobs (Assoc. to Advance Collegiate Schools of Business)
  - American Historical Assoc. Newsletter *Perspectives on History*
  - American Library Assoc. ALA JobLIST
  - American Philosophical Assoc. APA PhilJobs: Jobs for Philosophers
  - American Society for Engineering Education (ASEE)
  - American Society of Mechanical Engineers (ASME) Career Center
  - Assoc. for Computing Machinery (ACM)
  - Assoc. for Education in Journalism and Mass Communication (AEJMC)
  - College Art Assoc. (CAA) Online Career Center
  - Environmental Career Opportunities
  - HealthCareJobPosting.com
  - HealthFacultyJobs.com
  - HireVeterans.com
  - IEEE Job Site (Institute of Electrical and Electronics Engineers)
  - MinorityNurse.com
  - Modern Language Assoc. of America (MLA)
  - National Athletic Trainers' Assoc. (NATA) Career Center
  - NCAA Market (National Collegiate Athletic Assoc.)
  - StudentAffairs.com
  - *The Chronicle of Philanthropy*
  - The Maryland Nurse
  - U.S. Institute for Theatre Technology JobsUSITT

- WeHireHeroes.US National Job Board for Military Veterans
- Hiring departments are encouraged to send announcements to listservs and other professional groups and organizations as appropriate.
- Some hiring departments recruit at their discipline's annual conference (a strategy which has proven very successful).
- OHR posts non-exempt position ads to recruit a more local applicant pool in the *Cumberland Times-News* (print and online including Monster.com package); *The Republican* in Garrett County, MD; and *The Dominion Post* in Morgantown, WV.

**B. Retention** – At present the following strategies are employed:

- OHR offers an onboarding program for administrative staff, sponsors physical and financial wellness seminars and hosts an annual Employee Appreciation Day luncheon.
- OHR hosts a New Employee Breakfast each semester and invites new faculty and staff to discuss how they are adjusting to working at FSU and living in Western Maryland, as well as to share any concerns or feedback they may have about the workplace.
- OHR sponsors an annual FSU Leadership Faculty Staff/Development Conference.
- Frostburg State university continues to implement the Office of Human Resources annual Development and Leadership Series which meets monthly to provide managers training that will lead to increased employee advancement and retention. The cohort consists of 12 individuals from FSU faculty and staff. The goals of this program include:
  - Enhancing participant knowledge, skills, and competencies in leadership while developing their ability to manage change.
  - Improving supervisory skills, methods, and practices.
  - Increasing awareness of supervisory styles and developing increased ability to adapt to different styles of behavior.
  - Raising awareness of conflict styles and effective approaches to conflict resolution.
  - Building a fundamental understanding of current employment, labor laws, and regulations that impact the workplace.
  - Helping to build the skills required to manage an increasingly diverse workforce and assist in fostering an inclusive workplace environment characterized by fairness, understanding, and mutual respect and civility.
- The Director of ADA/EEO and Immigration Compliance serves on the President's Advisory Council on Diversity, Equity, and Inclusion (PACDEI) that promotes a campus community that values and embraces all genders, races/ethnicities, languages, sexual orientations, ages, faiths, cultural and social class contexts, and intellectual and physical abilities. The PACDEI has been actively engaged in implementing its strategic plan for AY 2015-16. Work groups were established to focus on the council's five primary objectives: exploring student-focused issues; engaging students in a campus climate survey; creating a safe and welcoming campus environment; supporting University efforts for the recruitment and retention of a culturally rich population of students, faculty, and staff; and working with NCBI to serve as a vehicle to

promote diversity education and training. The council also provides recommendations about best practices, offers information regarding current research in the field, and partners with units on campus to offer relevant programming to the campus community. Further, the PACDEI sponsors a welcoming reception for new faculty and staff every fall

- The Director of ADA/EEO and Immigration Compliance serves on the President's Advisory Council Against Gender Based Violence (PACAGBV) that promotes the creation of a campus environment that supports all people in an atmosphere of mutual respect and understanding by leading campus-wide efforts to educate students, faculty, and staff about the issue of gender-based violence and relating programming, policies, and services. The council has been actively engaged in implementing its mission by coordinating initiatives and programs that focus on gender-based violence including, among others, homophobic hate crimes. One of the PACAGBV key programs is the FSU Safe Zone program designed to support students, faculty, and staff who identify as a Safe Zone advocate on behalf of the lesbian, gay, bisexual, transgender, and queer (LGBTQ) community. The program's goal is to contribute to an open campus climate that is safe, accepting, and just for all members of the University community and through education, advocacy, and awareness empower them to speak out against homophobia and heterosexism. The Council also provides recommendations in light of State and Federal expectations and best practices, and works in collaboration with other units on campus to reach out to the campus community.

## **VI. CONCLUSION**

This paper attempts, through internal and external analysis of minority recruitment and retention efforts, to evaluate where FSU is positioned. Where have efforts been focused, where should they be focused, and what steps should we take to achieve the goal of a more diverse faculty and staff? We have reviewed current strategies and suggested new ones, borrowing from what our research has shown to be among the more successful initiatives undertaken by FSU and other institutions of higher education. We have been honest about impediments we face when it comes to the recruitment and retention of minorities and yet believe that with focus, they can be overcome.

As we continue to focus our efforts and work toward greater success in the recruitment and retention of minority faculty and staff, Frostburg State University faces the challenges of a rural location, a small minority population, and a flat budget. Regardless, we can and we must do better. We have much to offer – a beautiful campus, a committed faculty and staff, and a proud academic heritage, all located in a safe, family-friendly environment. A strong and solid commitment at the Executive level including a focus of the FSU Strategic Plan, backed financially to the extent possible and incorporated into the performance evaluation process, will send a necessary message to the campus community: Diversity makes us better, stronger, as we prepare the campus community members for a changing global economy. FSU will only make strides in this area when the realization of a more diverse community is



no longer the “problem” or “purview” of OHR and the PACDEI, but rather is one of the highest priorities for all departments and individuals at FSU.