

FACULTY IMPLEMENTATION TEAM RECOMMENDATIONS

Co-Chairs: Dr. Sharon S. Laing and Dr. Marian S. Harris

Team Members: Dr. Gordon Brobbey, Dr. Anaid Yerena and Mr. Anthony Falit-Baiamonte

Submitted April 30, 2021

ISSUE #1

Unreported sexual harassment with 100% of cases not reported / Unwanted sexual experiences

Action items:

- » Recommend an outside legal expert to address this issue. - Consult with nation's largest anti-sexual violence organization. - RAINN - Contact Clara Kim, Vice President of Consulting Services at clarak@rainn.org
- » Review existing Best Practices from other institutions to ascertain model to adapt for UWT. (e.g. UW Dean of Social Work)

Timeline: 2021-2022

Responsible entities: EVCAA; Chancellor; Academic HR; Faculty Assembly (bylaws) - Chair and Co-Chair; Faculty Assembly

Action items:

- » Review FA Bylaws (Faculty are Mandated Reporters.) Review UW Policy regarding mandated reporters and Title IX.

Timeline: Starting Summer 2021 (ongoing)

Responsible entities: Faculty Assembly (bylaws) - Chair and Co-Chair Faculty Assembly

Action items:

- » Advocate for UW Tacoma faculty to become member of Title IX Steering Committee (members appointed by President.)

Timeline: Starting 2021-2022

Responsible entities: Chancellor, EVCAA

CONTINUED

CLIMATE SURVEY IMPLEMENTATION



Action items:

- » Resources must be provided to all new faculty (TT and non-TT) during orientation on how to address these types of issues.
- » Assure that students are aware of existing resources to address sexual harassment during new student campus-wide and School-specific orientation.

Timeline: Starting 2021-2022 (ongoing)

Responsible entities: Student Affairs; Deans

Action items:

- » RAINN (annual colloquium for students). Contact Clara Kim, Vice President of Consulting Services at clarak@rainn.org and schedule date/time for annual training colloquium for students.

Timeline: Summer Quarter 2021 (ongoing)

Responsible entities: EVCAA; Academic HR

Action items:

- » Recommend to Faculty Assembly to enact changes to language in the bylaws addressing sexual harassment.
- » Recommend that all syllabi must have a statement addressing sexual harassment (EVCAA will develop statement)
 - » Deans to intermittently review syllabi
 - » School Administrator checks syllabi

Timeline: Autumn Quarter 2021 (ongoing)

Responsible entities: Deans and Administrators of all Schools; FA Chair and Co-Chair

Action items:

- » Recommend that SafeCampus training is included in new faculty orientation.

Timeline: Autumn Quarter 2021 (ongoing)

Responsible entities: FA Chair and Co-Chair; Director of Academic Personnel

Action items:

- » Review awareness and effectiveness of existing resource – SafeCampus. This resource supports UW students, staff, faculty and community members in preventing violence. (www.washington.edu/sexualassault / Call SafeCampus at 206-685-7233)
- » Offer safe spaces on campus for victims to connect and address healing (Academic HR)
- » Develop a collaborative plan for safe spaces in the Schools (SUS, SSWCJ, SNHCL, SoE).
- » Develop individualized plans for safe spaces in each school (MSB, SET and SIAS).

Timeline: Autumn Quarter 2021 (ongoing)

Responsible entities: EVCAA (leads effort); Deans of Schools

CLIMATE SURVEY IMPLEMENTATION



Action items:

- » Deans must document actions taken to address allegations of sexual harassment coming out of their School.
- » Deans must submit an annual report to EVCAA documenting actions taken to address sexual harassment that comes out of their Schools.
- » EVCAA responsible for creating a standardized form for all Deans to report sexual harassment occurring in their Schools.

Timeline: Summer Quarter 2021

Responsible entities: Director of Academic Personnel; Deans of respective schools

Timeline and process for development of action items:

See appendix.

ISSUE #2

Exclusionary, intimidating, offensive, and/or hostile conduct / Under-reporting of exclusionary behavior due to fear

Action items:

- » Review existing by-stander intervention training and make available to individual Schools/units on campus. Example of a training: <https://www.ihollaback.org/bystander-resources/>

Timeline: Autumn Quarter 2021 (ongoing)

Responsible entities: EVCAA; Director of Academic Personnel; Deans

Action items:

- » Recommend microaggression training for all faculty (includes P/T and F/T faculty) by Dr. Derald Wing Sue (Professor of Psychology and Education, Teacher's College, Columbia University, deralds@tc.columbia.edu)
- » Recommend Implicit Bias Training - Consultant from The Kirwan Institute for the Study of Race and Ethnicity, Ohio State University; Home | Kirwan Institute for the Study of Race and Ethnicity (kirwaninstitute.osu.edu)

Timeline: Winter Quarter 2022 (ongoing)

Responsible entities: Chair and Vice Chair of Faculty Assembly; Center for Equity & Inclusion

Action items:

- » Update Faculty Code addressing retaliation.

Timeline: 2021-2022

Responsible entities: Faculty Senate; Chair of Faculty Assembly

Action items:

- » Recommend compiling and providing a resource list of legal support for faculty.

Timeline: 2021-2022

Responsible entities: Faculty Assembly; Faculty Affairs Committee

Timeline and process for development of action items:

See appendix

ISSUE #3

Lack of formalized mentoring programs in schools

Action items:

- » Recommend setting up a campus-wide mentoring system for all faculty, especially under-represented faculty.

Timeline: Summer 2021 (ongoing)

Responsible entities: EVCAA; Director of Academic Personnel; Vice Chancellor for Equity and Inclusion

Timeline and process for development of action items:

See appendix

ISSUE #4**Lack of institutional trust (Prevents reporting of hostile, intimidating and exclusionary behaviors)*****Action items:***

- » Inform President and Provost of activities occurring on campus – have a system of reporting out to UWT leaders.
- » The Chancellor must document actions taken to address occurrence of hostile, intimidating and exclusionary behaviors.
- » The Chancellor must submit an annual report to the Provost documenting actions to address hostile, intimidating and exclusionary behaviors. A copy of the report must be submitted to the President of UW.
- » Create a standardized form for reporting incidences of hostile, intimidating and exclusionary behaviors that result in lack of institutional trust.

Timeline: Summer 2021 (ongoing)

Responsible entities: Chancellor; Vice Provost of the Office of Academic Personnel

Timeline and process for development of action items:

See appendix

ISSUE #5**Racist Policies, Practices, Behaviors*****Action items:***

- » Recommend Microaggression Intervention Training. An expert is Dr. Derald Wing Sue (Professor of Psychology and Education, Teacher's College, Columbia University), deralds@tc.columbia.edu
- » Recommend Implicit Bias Intervention Training. An example of an expert is The Kirwan Institute for the Study of Race and Ethnicity, Ohio State University (kirwaninstitute.osu.edu)
- » Recommend anti-racist trainings and follow-up with the People's Institute for Deans and UWT leaders to include the Chancellor.

Timeline: Winter Quarter 2022 (ongoing)

Responsible entities: EVCAA; Director of Academic Personnel; Deans; Chair and Vice Chair of Faculty Assembly; Center for Equity & Inclusion

CLIMATE SURVEY IMPLEMENTATION



Action items:

- » Recommend anti-racist trainings by the People's Institute for faculty and staff. To be followed up by USC Race and Equity Institute contractors.

Timeline: Winter Quarter 2022 (ongoing)

Responsible entities: EVCAA; Director of Academic Personnel; Deans; Chair and Vice Chair of Faculty Assembly; Center for Equity & Inclusion

Action items:

- » Recommend that the Chancellor purchase the Singh, A. A. (2019) - *The Racial Healing Handbook: Practical Activities to Help You Challenge Privilege, Confront Systemic Racism, and Engage in Collective Healing*. New Harbinger Publications. At least one copy for every School.

Timeline: Autumn Quarter 2021

Responsible entities: Chancellor

Action items:

- » Recommend that Schools start engaging in the work from the Handbook as part of their annual retreat activities.

Timeline: Autumn Quarter 2021 (ongoing)

Responsible entities: Deans

Timeline and process for development of action items:

See appendix

ISSUE #6

Biases in hiring practices (including unjust hiring practices)

Action items:

- » Establish a process for working with and managing internal applicants. The process must include communication strategies and timing of interviews.

Timeline: 2021-2022 & ongoing

Responsible entities: Deans; Program Administrators; Faculty Councils at each School + Director of Academic Personnel

CLIMATE SURVEY IMPLEMENTATION



Action items:

- » Create a Diversity Oversight Committee. Faculty search plans should be reviewed by the Diversity Committee. The principal guiding question for the review can be: "How will this hire help facilitate anti-racist practices, pedagogy, and DEI work as it relates to recruiting and retaining students?"
- » EVCAA is responsible for creating a standardized DEI hiring plan template for all search committees.
- » All units/Schools must be required to develop and submit a specific and acceptable DEI plan for hiring. School/unit will not be allowed to move forward with searches until the plan is reviewed by the Diversity Oversight Committee.
- » If Schools refuse to develop a specific and acceptable DEI plan for hiring, then they will not be allowed to proceed with their search process, and we recommend the EVCAA terminate search process.
- » Recommend that final approval is given by EVCAA as she/he is responsible for arresting searches if no written DEI plan is included.
- » An impartial 3rd party should provide outside 'pair of eyes' and serve on every search committee throughout the entire process. This person can be a member of the Diversity Oversight Committee, a UWT Community Engagement Advisory Board Member, or the Vice Chancellor for Equity and Inclusion.
- » The impartial 3rd party shall report directly to the EVCAA throughout the search.

Timeline: 2021-2022 & ongoing

Responsible entities: EVCAA; Director of Academic Personnel; Vice Chancellor for Equity and Inclusion

Timeline and process for development of action items:

See appendix

ISSUE #7

Non-tenure track faculty are fearful of speaking up due to fears of retaliation or retribution

Action items:

- » Recommend compiling and providing a resource list of legal support for faculty and post on Faculty Assembly website. The resource should be disseminated by the Non-Tenure Track Faculty Forum to all full-time and part-time non-tenure track faculty.
- » Require an orientation for all non tenure track faculty (part-time and full-time) when hired, that includes information regarding the Faculty Code, their Rights and Responsibilities, and avenues and resources for seeking redress as employees of the UW.
- » Non-Tenure Track Faculty Forum Co-Chairs will be required to provide annual training on information regarding the Faculty Code, Rights and Responsibilities, and avenues and resources for seeking redress as employees of the UW.

Timeline: 2021-2022 & ongoing

Responsible entities: Faculty Assembly; Faculty Affairs Committee; Non-Tenure Track Faculty Forum co-chairs; Director of Academic Personnel

Action items:

- » All part-time faculty should be invited to New Faculty Orientation.

Timeline: Autumn Quarter 2021 (ongoing)

Responsible entities: Chair and Vice Chair of FA

Timeline and process for development of action items:

See appendix

ISSUE #8

Low Representation of BIPOC Faculty on Executive Council

Action items:

- » Chair and Vice Chair should make personal appeals directly to BIPOC faculty to encourage participation in Executive Council and visit each School to invite participation from faculty on Executive Council

Timeline: Spring Quarter 2021 & ongoing

Responsible entities: Chair and Vice Chair of Faculty Assembly

Timeline and process for development of action items:

See appendix

ISSUE #9

Nearly half of academic personnel (48%) considered leaving UW Tacoma in the past year

Action items:

- » Conduct an exit-interview to acquire information from personnel who are leaving the institution.
- » Data from exit interviews must be reported out at the Winter/Spring full Faculty Assembly meetings.

Timeline: 2021-2022 & ongoing

Responsible entities: Director of Academic Personnel; Chair and Vice Chair of Faculty Assembly

Action items:

- » EVCAA should meet with Deans when faculty resign or leave. EVCAA must discuss in detail the reason(s) for exit. The information should be reported to the Vice Provost of Academic Personnel.

Timeline: 2021-2022 & ongoing

Responsible entities: EVCAA

Action items:

- » Connect faculty with the tri-campus affinity groups with whom they identify (e.g., UW Black Faculty Collective)
- » Develop and financially support affinity groups at UW Tacoma based on faculty identification.

Timeline: 2021-2022 & ongoing

Responsible entities: Chancellor; Vice Chancellor for Equity and Inclusion

Timeline and process for development of action items:

See appendix

ISSUE #10

Lack of Support for BIPOC Faculty

Action items:

- » Create a multi-tiered mentoring-partnership program that focuses on retaining and supporting new BIPOC faculty with a focus on an equity-centric mentorship model. The model involves 1:1 mentor-mentee matches. Mentors may be from other units or other universities.

Timeline: 2021-2022 & ongoing

Responsible entities: Chancellor; EVCAA; Vice Chancellor for Equity and Inclusion; Deans; Director of Academic Personnel

Action items:

- » Recommend cluster hiring of diverse faculty.

Timeline: Spring 2021-2022 & ongoing

Responsible entities: Provost; EVCAA; Director of Academic Personnel; Deans

Timeline and process for development of action items:

See appendix

ISSUE #11

Unjust Promotion and Tenure Practices

Action items:

- » Recommend that someone outside the process provides mentorship and support to faculty members moving through the review process

Timeline: 2021-2022 & ongoing

Responsible entities: VCAA; Deans

Action items:

- » Recommend that all full-time faculty become fully versed on the Faculty Code and requirements – seminars and meetings must continue with APT, and these should be mandatory for all faculty.

Timeline: 2021-2022 & ongoing

Responsible entities: Appointment, Promotion and Tenure Committee; Director of Academic Personnel

Action items:

- » Annual trainings at School/unit levels for faculty going up for review.

Timeline: 2021-2022 & ongoing

Responsible entities: Dean; Director of Academic Personnel

Action items:

- » A review of current tenure and promotion policies and practices must be occurring at the unit-level in accordance with Faculty Code

Timeline: 2021-2022 & ongoing

Responsible entities: Dean; Faculty Councils for each School

Timeline and process for development of action items:

See appendix

ISSUE #12

Employment-Related Disciplinary Actions

Action items:

- » Develop a faculty handbook detailing roles and responsibilities that is distributed to ALL current and new faculty.

Timeline: Summer Quarter 2021

Responsible entities: Director of Academic Personnel

Action items:

- » Provide all new faculty training and resources on their roles and responsibilities.

Timeline: Autumn Quarter 2021-2022 & ongoing

Responsible entities: EVCAA; Director of Academic Personnel; Deans

Timeline and process for development of action items:

See appendix

ISSUE #13

Negative Workplace Climate

Action items:

- » Recommend training for faculty, administrators, & Deans in the domains of conflict management and professional communication (To include in-person, email, and text).

Timeline: 2021-2022 (ongoing)

Responsible entities: Director of Academic Personnel; Deans (in their Schools)

Action items:

- » Recommend Schools/units design written and signed working agreements regarding communication during formal and informal meetings, and in day-to-day interactions.

Timeline: 2021-2022 & ongoing

Responsible entities: Deans & Faculty in each School

Timeline and process for development of action items:

See appendix

ISSUE #14

Bias Incident Reporting System

Action items:

- » An audit and overhaul/redevelopment of the Bias Incident Reporting System.

Timeline: Summer Quarter 2021 (ongoing)

Responsible entities: EVCAA; Office of Equity and Inclusion; Director of Academic Personnel

Timeline and process for development of action items:

See appendix

Appendix

Final Oversight

The Chancellor is responsible for providing oversight for the implementation plan developed for faculty.

Final Recommendation

Should the monitoring and reporting entities find the responsible entities out of compliance, then a written report will go to the following lines in order of authority: EVCAA, Chancellor, Provost, and President. A copy of all written reports will be disseminated to the Chair and Vice Chair of the Faculty Assembly and the Chair of the Faculty Affairs Committee.

Timeline and process for development of action items

ADDITIONAL DATA COLLECTION ACTIVITIES

List of Activities	Date
Review/Secondary Data Analysis of UW Tacoma Diversity Fellows Statement	October 22, 2020
Review/Secondary Data Analysis of UW Tacoma Climate Survey Academic Affairs Summary & Individual School Reports	December 6 th , 7 th , 8 th & 15 th , 2020
Review/Secondary Data Analysis of 2018-19 & 2019-20 Faculty Assembly DEI School/ Unit Reports Submitted by Executive Council Representatives	December 10, 2020
Interview Dr. Cheryl Greengrove, Associate Vice Chancellor for Research & Ms. Lisa Isozaki, Director, Office of Research	January 21, 2021
Interview Justin Wadland, Interim Director, UW Tacoma Library	January 26, 2021
Interview Dr. Jill Purdy, Executive Vice Chancellor for Academic Affairs	February 4, 2021
Interview Ms. Casey Byrne, Director of Academic Personnel	February 9, 2021
Interview Dr. Atlatf Merchant, Dean, Milgard School of Business	February 16, 2021
Interview Dr. Bonnie Becker, Associate Vice Chancellor for Student Success & Ms. Amanda Figueroa, Senior Director, Student Transition Program	February 18, 2021

CLIMATE SURVEY IMPLEMENTATION



Interview Dr. Sharon Fought, Dean, School of Nursing & Healthcare Leadership	February 25, 2021
Interview Dr. Ali Modarres, Dean, School of Urban Studies	February 25, 2021
Interview Dr. Anne Bartlett, Dean, School of Interdisciplinary Arts & Sciences	March 4, 2021
Interview Dr. K. Rachel Endo, Dean, School of Nursing	March 9, 2021
Interview Dr. Marcie Lazzari, Acting Dean & Dr. Jeffrey Cohen, Acting Associate Dean of Finance and Operations School of Social Work & Criminal Justice	March 16, 2021
Interview Dr. Rajendra Katti, Dean, School of Engineering & Technology	March 16, 2021
Interview Dr. Sarah Hampson, Chair & Dr. Turan Kayaoglu, Vice Chair, UW Tacoma Faculty Assembly	March 18, 2021
Interview Dr. Diana Falco, Co-Chair, Non Tenure Track Faculty Forum	March 18, 2021
Interview Dr. Ingrid Walker, Associate Dean for Student Support and Curriculum & Dr. Jeremy Davis, Associate Dean for Faculty Development and Academic Initiatives School of Interdisciplinary Arts & Sciences	March 23, 2021
Interview Dr. Zoe Barsness, Associate Dean for Academic and Student Affairs & Dr. Stephen Norman, Associate Dean for Administrative Initiatives Milgard School of Business	March 25, 2021
Interview (Four Breakout Sessions) Faculty of Color	March 25, 2021
Interview Dr. Divya McMillin, Associate Vice Chancellor for Innovation & Global Engagement	March 25, 2021

UW TACOMA CLIMATE SURVEY FACULTY IMPLEMENTATION PLAN TEAM MEETINGS

Tasks	Date
Review/Secondary Data Analysis of UW Tacoma Diversity Fellows Statement	October 22, 2020
Review/Discussion of UW Tacoma Climate Survey Final Report	November 12, 2020
Review/Secondary Data Analysis of 2018-19 & 2019-20 Faculty Assembly School/Unit Reports Submitted by Executive Council Representatives	December 10, 2020
Planned for Interviews with Associate Vice Chancellor for Research, Director of Research, and Interim Director of Library	January 7, 2021
Review of Implementation Plan Table, Review of Faculty Problems and Begin Development of Initial Draft of Implementation Plan for Faculty, and Discussion of Interview Questions for Others Reporting to EVCAA Dr. Jill Purdy including Deans	February 2, 2021
Discussed Timeline for Completion of Interviews & Implementation Plan, Developed Interview Questions for Associate Deans (Milgard & SIAS), Faculty of Color, and FA Chair & Vice Chair, and Developed Dates for 2021 Team Meetings	March 11, 2021
Continued Work to Complete/Refine Implementation Plan	April 24, 2021
Continued Work to Complete/Refine Implementation Plan	April 26, 2021
Added Action Items, Target Dates, Responsible Entity, and Monitoring/Responsible Entity to Implementation Plan	April 27, 2021 April 28, 2021
Review/Discussion of Final Implementation Plan & Attachments Prior to Submission	April 29, 2021