**EMPLOYEE ACCESS, SUCCESS, AND EQUITY**

**Key Initiatives:**

**Employee Equity:**

* equity and inclusion
* create equal access and opportunities for professional development and training and encouragement to staff to participate
* create annual pay equity report and detailed compensation audit
* transparent pay ranges for positions
	+ tiered pay for adjuncts
* equity and inclusion for adjunct faculty on policies and participation
* continue work on improving accessibility across campus
* conduct a campus-wide A.D.A. accessibility assessment
* reframe employee contacts/agreements for equitable access to resources
* student representative on Board of Trustees
* pay range system placed online
* tiered system for pay for adjuncts
* adjuncts represented on Faculty Senate
* restorative justice practices
	+ communicate solution effectively

**Community Connection:**

* easier access to Bristol through subsidized transportation, site visits, or campus events
* engage local/larger community
	+ - * + with respect to importance of diversity
			* RWU TV channel/ youtube channel

**Hiring/Recruitment Practices:**

* establish broader appeal
	+ - * + create academic programs that attract multicultural perspectives
* create partnerships to develop and recruit employees from HUGS
* defined policies and training on hiring
* implement excellent on-boarding with diversity and inclusion lens
* establish intentional recruitment/hiring practices with an eye towards eliminating barriers to access
* offer trainings on best practices for hiring/searches for RWU staff emphasis on cultural competency
* diversifying hiring and recruitment
	+ - * + university-wide policy to reach out to social and other media targeted to minoritized groups with job opportunities
				+ re-crafting advertisements to emphasize importance of diversity
				+ develop cohesive diversity message to communicate to prospective employees
				+ create marketing campaign focusing on diversity and inclusion in employment opportunities
				+ Identify recruiting pools that will bring in diverse staff/faculty
				+ will not hire without considering diverse candidates
				+ subsidize candidate expenses
				+ diverse search committees
				+ search committees have students and adjuncts
* develop a pipeline through contact with organizations that serve the underserved
	+ - * + create partnerships with local, regional organizations for pipeline to develop diverse applicants an supports through growth and development process
		- state, non-trade program, apprenticeships

**Satisfaction/Investment/Retention:**

* competitive salary and benefits
* institute family-friendly (HR) and benefits such as:
	+ 4x10 work week
	+ job sharing
	+ telecommuting
	+ day care and summer camps
	+ Flexible work schedules
* affinity spaces and initiatives to break down barriers and silos
	+ - * + adjuncts, staff, cross-groups, theme/initiatives, etc.
* measure employee retention and satisfaction
* retention program/practices
	+ keep workforce
	+ follow-up/ check-in
	+ internal promotion
	+ flexible schedules
	+ subsidized meals and child care
* create and implement climate survey around issues of employee happiness/satisfaction
	+ use results to inform RWU programs/policies
* creating ACCESS to professional development and training opportunities
	+ ENCOURAGEMENT to do so is also needed
	+ establish a leadership development/mentoring program
* incentives for volunteer work, professional development, and training
* employee appreciation events
	+ brings the staff together as a community
* faculty and staff involvement in student life
* recognize good Samaritan work and inclusiveness
* require syllabus language on social justice and inclusion

**Training:**

* on-going diversity training
* increased cultural competencies
	+ training for staff/faculty
	+ cultural competency training required for new employees
	+ create academic programs that attract multicultural faculty, staff and students
* programs to eliminate bias
	+ conscious and unconscious
* offer monthly training on various topics that contribute to our diversity and inclusion initiatives and vision
* seek out best practices elsewhere
* clear training/policies on hiring
* training on best practices for hiring/search committees for RWU staff
	+ criteria on how to form a good search committee with emphasis on cultural competency, etc.
* intentional system for bias follow-up
* publish bias incidents
	+ response and action
* monthly intergroup relations plan

**EMPLOYEE ACCESS, SUCCESS, AND EQUITY**

**Measures of Success**

**Employee Equity**

* examine upward mobility of underrepresented employees
	+ PoC, women, etc.
* contracts that provide equitable access to resources
* having adjunct representation and participation thru some system
* women in leadership roles
* PoC in leadership roles
* diversity in faculty positions and student contact positions
* disability accessibility for physical facilities
	+ parking
* culture of authentically diverse and equitable employment
	+ connect all RWU employees across campuses, programs, etc.
	+ PAY EQUITY (1:1)
		- equity compensation audit
	+ genuine sense of community
	+ physically accessible for all
* equity for employees access to resources across unions, non-union, nonaligned united, etc.
* more voice/representation for adjuncts in policies, hiring, commencement/convocation, faculty union, office space

**Community connection**

* employee diversity has to be part of mission and values
* ensure a truly comfortable climate for everyone
	+ require respect for all cultures and those who are minoritized
* increase overall faculty and staff interactions with students

**Hiring / Recruitment Practices**

* data to inform hiring/promotion practices
* benchmark against aspirations
* increase % of qualified candidate applications
* match regional diversity THEN match global diversity
* diversity candidate for each position
* more often/accurate review of job descriptions system
* more transparency on pay across campus and opportunity for negotiation
	+ pay range for positions
* achieving a set goal for diversifying faculty/staff
* targeted recruitment
	+ job fairs
* better define job descriptions
	+ dues existing
	+ status quo
* establish broader appeal of RWU to diverse groups
* expand outreach more globally to increase diversity among all employees
* become an employer of choice, where people want to work
	+ “recruit market”
* continuous improvement in work force diversity
	+ globally diverse
	+ all forms of diversity
	+ pipeline development with outside partnerships
* inclusive and equitable hiring process
* active outreach to increase pool of candidates for positions

**Satisfaction / Investment / Retention**

* measure employee retention
	+ reduction in turnover
* employee morale
* increase levels of faculty, staff and students involved in RWU
* climate surveys
* be more competitive/desirable place to work compared to our competitions
* environment where employees feels as though they can speak freely without fear
* more resources like:
	+ daycare center
	+ health and wellness
* plan to mitigate salary compression
* more opportunities for faculty/staff programming collaborations
* School of Social and Natural Sciences meeting with every faculty and adjunct faculty member
* retention of diverse staff through mentor, affinity group and connection to other institutions in region like Brown University
* set goal number of offerings for learning opportunities
* increased communication about learning opportunities, ways to get involved with students, as well as opportunities for staff recruitment involvement
* professional development
	+ more opportunities for professional development
	+ employee mentoring program
	+ robust skill development opportunities
	+ more learning opportunities
* flexible HR practices
	+ family-friendly benefits, policies, programming
		- day-care
		- summer camps
			* collaborate with School of Education
	+ job-sharing/telecommuting
	+ flexible work schedules
		- 4x10 work week?
* eliminate bias (conscious and unconscious) in all functions ( faculty, staff, administration, ALL)
	+ microaggressions
* create an inclusive climate
* diversify faculty and staff
* ensure the recruitment of our colleagues shows commitment to RWU vision

**Training**

* training and procedures around diversity, inclusion and equity
* cultural competency training
* robust on-boarding, orientation, and employee training
* required and ongoing cultural competency training and discussion for all employees
* bias response(?) issues decrease
* student climate surveys and retention rates