

**Division of Enrollment & Academic Services
ACE Diversity Plan Report 2017**

The Division of Enrollment & Academic Services participates under the Academic Affairs Climate and Diversity Committee (AACDC) while working to enhance the Accountability, Climate, and Equity within its own units. The unit was recently elevated to a division under a Vice President for Enrollment & Academic Services, but has chosen to remain a participant in the work of AACDC. As part of our annual report on our progress on the ACE Diversity Plan, we are providing an overview of where we stand on the following seven initiatives identified from our peer benchmarking the prior year:

- Emphasize recruitment of student workers, graduate assistants, temporary/part-time employees, and contract positions into full-time positions
- Improve professional development and employee recognition opportunities within the division.
- Encourage units to include all staff in planning retreats.
- Explore recurrent award practice (Purdue University's "You Rock" model).
- Examine current salary structure and compare to individuals in similar positions.
- Create and publish unit guidelines regarding promotions, merit, admin leave and other HR related policies.

Emphasize recruitment of student workers, graduate assistants, temporary/part-time employees, and contract positions into full-time positions

As part of our efforts to improve the diversity of our staff, it is often believed that student employees and temporary employees are more diverse than the general staff. As such, we have focused efforts, particularly in advising and entry-level professional positions on recruiting recent graduates or those in the temporary College Recruitment Advisor program (a one year service-type program). The data on the diversity of the student workers hired in the past year does indeed show it is more diverse than recent staff hires, and College Recruitment Advisors (CRA) is significantly more diverse.

Classification	Black	Hispanic	Total	% URM
Staff	5	14	105	18%
Grad Asst	2	1	17	18%
Student	10	54	248	26%
CRA	2	8	19	53%

Unfortunately, while we have successfully hired 12 individuals from these populations into full-time staff positions, those hires have lacked diversity (only 1 of the 12 was from an

underrepresented group). We will continue to focus efforts on these populations, but we need to be more intentional in our outreach to them for full-time opportunities.

Improve professional development and employee recognition opportunities within the division

In November 2015, an Enrollment & Academic Services Professional Development Committee was formed to improve the professional development and employee recognition opportunities within the division. Each of the past two fall semesters, the division has hosted an outside speaker to address a particular topic. First, he hosted Tony Brigmon's "Ambassador of Fun" as it relates to serving our customers in 2016 followed by Dr. Romilia "Romie" Mushtaq, MD, who focused on Mindset Matters. Both presentations were well received and rated highly by those in attendance.

In conjunction with both events, the division also presented five Pillars of Excellence awards, with the inaugural awards in 2016 presented to four staff and one team. In 2017, following feedback from the first year, the awards were modified to recognize three staff and one team with the fifth award recognizing someone new to the division. Feedback continues to be positive, but the number of staff recognized is viewed to be too small. Further evaluation and possible expansion may be needed. However, it should be noted that all units within the division have been provided resources to at least recognize one individual within their unit annually to ensure a culture of recognizing the work of our employees is created and sustained.

Encourage units to include all staff in planning retreats

This remains a work in progress as not all units have focused planning retreats, and those that do, are not able to accommodate all employees in a single retreat and remain effective. The following offices have effective all staff planning retreats annually now: Scholarships & Financial Aid, Career Center, and Academic Affairs Business Services. The Office of Admissions has several planning retreats, particularly focused on the recruitment staff and the leadership team, but the size of the office as a whole limits the effectiveness of an all staff retreat. The IT units are less likely to have focused planning retreats, but often are integrated into the planning of other units. Leadership has supported the closing of units for a day for the purpose of these planning retreats. Further review of planning retreats and how to make them effective and useful for all participants is needed.

Explore recurrent award practice (Purdue University's "You Rock" model)

No progress has been made on implementing this strategy within the division.

Examine current salary structure and compare to individuals in similar positions

Every summer as part of the budget process, the Academic Affairs Business Services liaisons meet with the leadership of each office to review the current salary budget and discuss planned changes to positions and salaries based on current career ladders. In addition, the Senior Financial Analyst in the division conducts a review of personnel information through data pulled from Business Objects to look for potential equity issues within the division. Our analysis has led to a small number of equity adjustments each year.

However, the larger issue is more systemic as several offices have proven to have more difficulty retaining staff, either due to workload issues (International Student Services), skills developed within the office (Registrar and Scholarships & Financial Aid), or lack of opportunity for advancement overall (Admissions processing unit). Over the past year, we were able to work with HR to rebalance the pay of all employees within Admissions processing as new hires were commanding a larger salary than previous hires. Working within the new three tier salary band structure, we were able to make equity adjustments to several employees to address internal equity issues.

In FY19, following the approval of an increase in the International Student Admin Fee, we will conduct a similar rebalancing of the International Student Advisor career ladder to recognize the work load and complexity of these positions and reduce employee turnover.

Create and publish unit guidelines regarding promotions, merit, admin leave and other HR related policies

All units have developed guidelines regarding internal policies for how they handle promotions, merit, admin leave and other HR related policies. The impact of this effort has been minimal. While it has brought more transparency to these decisions, the lack of a base merit program for 2017 largely made this effort moot in improving the climate. With the upcoming launch of WorkDay and the changes it will bring to the merit process, we will again have an opportunity to review the impact of more transparency. Further, the salary pay plan has helped as well to understand the relationship between positions and how to compare them based on grade.