

University of Virginia

**College of Arts and Sciences
and**



**2016 Directors of Diversity and Inclusion Retreat
Formative Evaluation Feedback Report**

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2016 Directors of Diversity and Inclusion Retreat – Formative Evaluation Feedback Report

Summary

This report summarizes the formative evaluation feedback from attendees of the Directors of Diversity and Inclusion (DDI) Retreat conducted on January 19, 2016. The retreat was organized by a leadership team that included the Director of Assessment and Special Assistant to the Dean of the College of Arts and Sciences, the Director of Human Resources, the Vice Provost for Faculty Affairs, the Vice Provost for Educational Innovation and Interdisciplinary Studies, and leadership from the UVA CHARGE program, including its Program Manager and two professors involved with the Advocates and Allies Program (similar to the DDI). The retreat schedule was composed of five sessions. A final DDI session with the Dean of the College and Graduate School of Arts and Sciences and the Associate Deans was cancelled due to an illness.

1. Presentation: “Overview of UVA Recruitment, Retention, and Dual careers”
2. Job Position Descriptions and Criteria for Evaluation
3. Search Committee Meeting: Determining Grounds Interview List
4. Departmental Faculty Meeting: Presentation of the Finalists for Vote
5. DDI Closed Session

The retreat’s goals included:

- a) Clarifying the role of the DDI for the attendees,
- b) Providing attendees with knowledge and skills to perform their roles in search committee work,
- c) Giving attendees an opportunity and space to raise questions and comments among themselves with the goal of creating a sense of community, and
- d) Providing attendees the opportunity to ask questions to the appropriate administration representatives (i.e., Dean of the College and his office, Human Resources, and Equal Opportunity Programs).

Attendees to the retreat were sent a link to the online survey via email a few days after the event. A total of 15 attendees of the retreat completed the evaluation form (actual number of attendees fluctuates throughout the event). Not all respondents answered all questions. Eight of the survey respondents (53%) were women, six were men (40%) and one respondent did not report gender.

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Of the 12 respondents who reported their race or ethnicity, 10 chose White/Caucasian (67%), one chose Asian/Pacific Islander (7%) and one chose Other (without further specification, 7%).

This report is organized in the following sections:

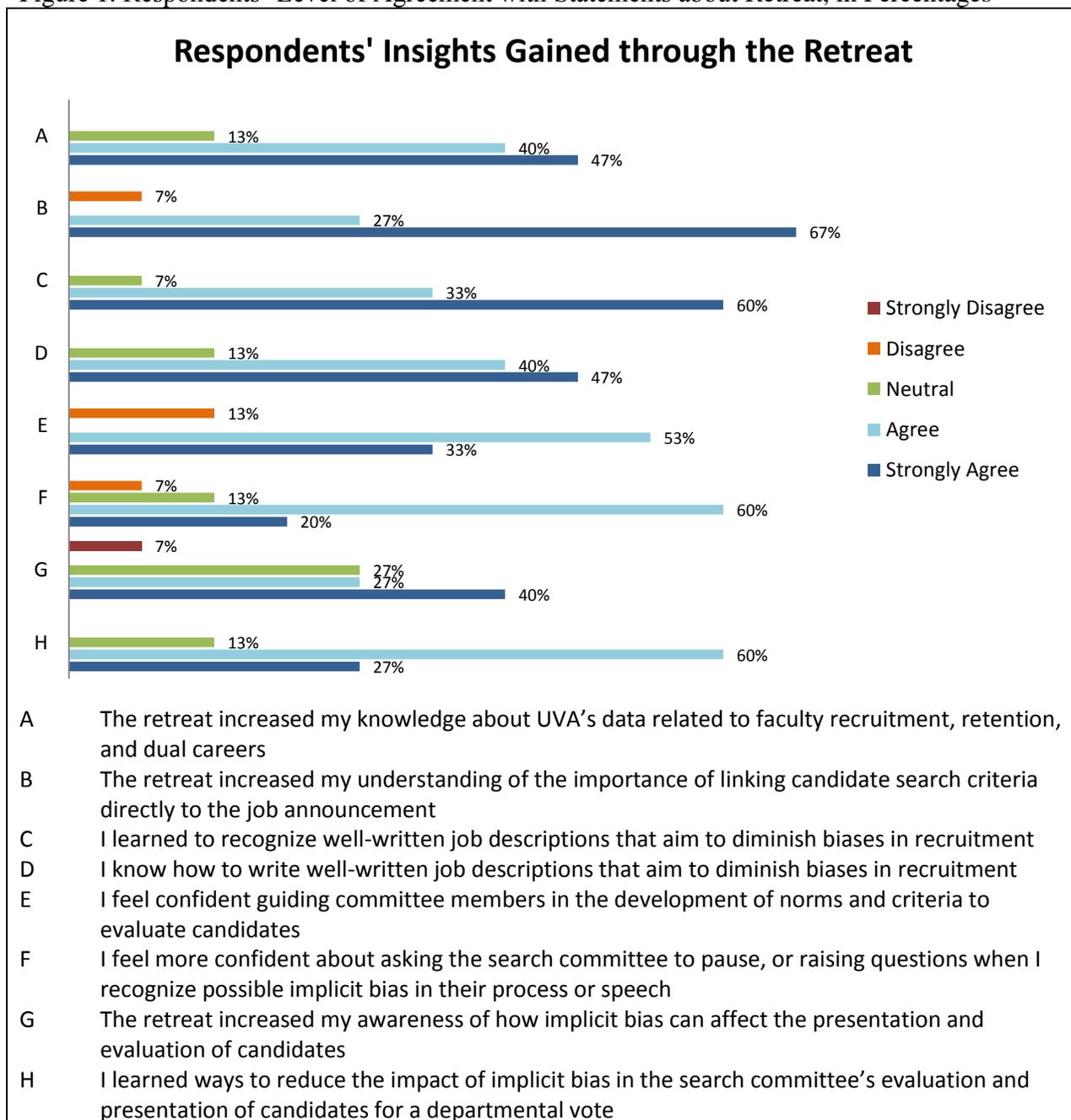
1. Respondents' insights gained through the retreat
2. Respondents' intended changes to occur after retreat
3. Usefulness of retreat sessions
4. Respondents' suggestions and other comments
5. Overall recommendations

1. Respondents' Insights Gained through the Retreat

Retreat attendees were asked about their levels of agreement with several statements related to insights gained in the retreat. The respondents were asked about the impact of the retreat on their knowledge of concepts and development of skills that will prepare them to work with search committees at different stages of the search process, from the development of job descriptions to working with the committee on the evaluation and selection of candidates. There were questions about respondents' increased awareness of the impact of implicit bias on search committee processes, and ways to identify it and intervene. Lastly, there was a question on respondents' knowledge about institutional data on recruitment, retention, and dual career hiring (see statements in Figure 1).

Fifteen respondents answered positively to gains in most statements (67%-93% of the answers to each statement were "Agree" or "Strongly agree"), denoting a positive impact of the retreat. Two respondents (13%) "Disagreed" that they felt "confident guiding committee members in the development of norms and criteria to evaluate candidates." The only statement that received a "Strongly disagree" (one person, 7%) was "The retreat increased my awareness of how implicit bias can affect the presentation and evaluation of candidates."

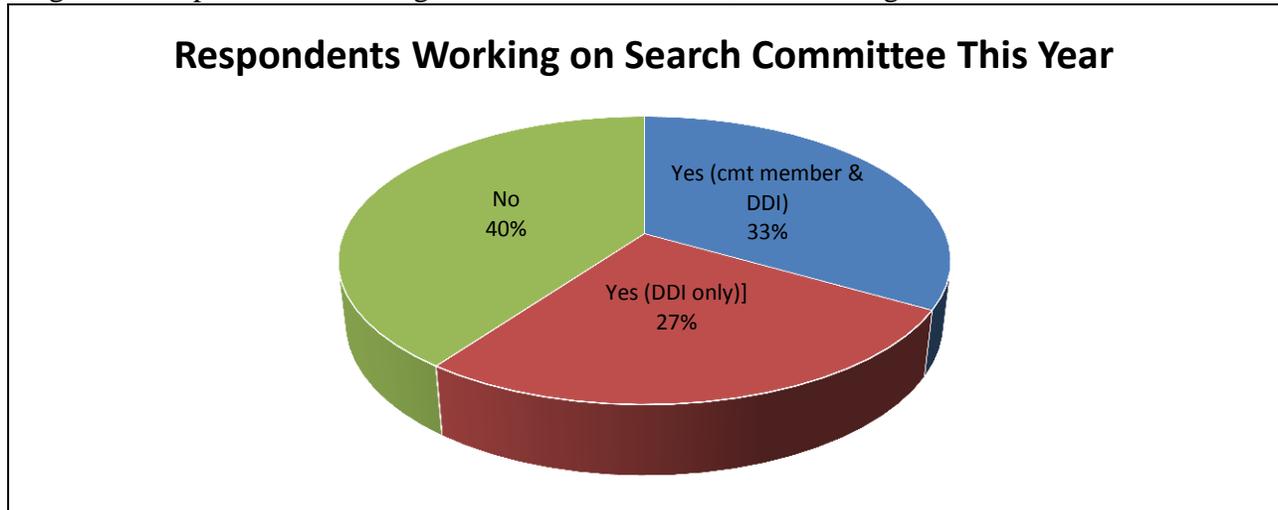
Figure 1. Respondents’ Level of Agreement with Statements about Retreat, in Percentages



2. Respondents’ Intended Changes to Occur After Retreat

A majority of the 15 respondents (60%) are working with a search committee during academic year 2015-16. Of them, 33% reported being both a member of the search committee and a DDI consultant, while 27% reported being only a DDI consultant to but not a member of the search committee. The rest, 40%, are not currently working with a search committee. See Figure 2.

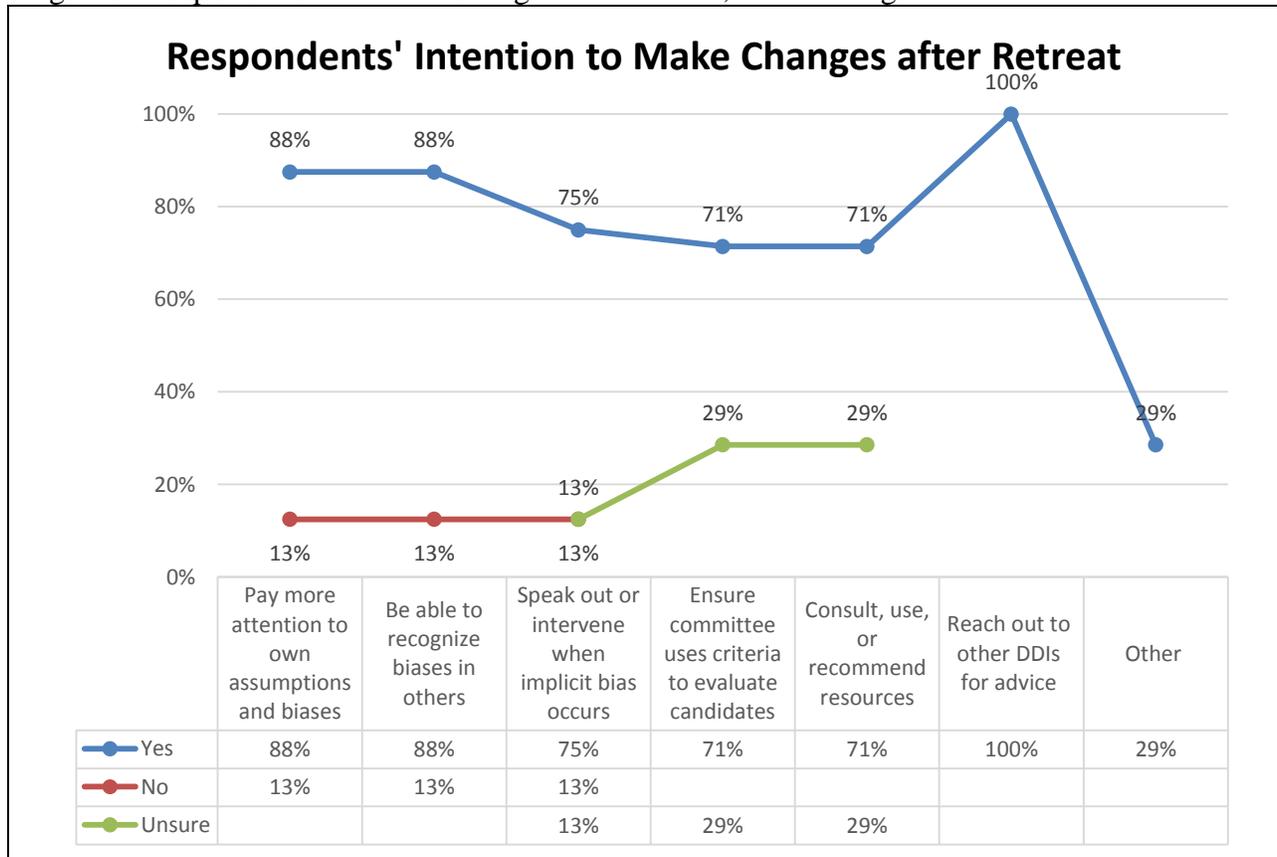
Figure 2. Respondents Working on Search Committees, in Percentages



Respondents who are currently working with a search committee were asked what changes they intended to make as a result of attending the retreat (choices presented to respondents can be seen in Figure 3). It is important to note that the first three options received 8 answers, the next three options received 7 answers, and the last option received 2 answers). Respondents’ answers indicate a strong intention to enact changes in their search committee work, with the majority of the options receiving all or most positive answers (71% to 100%). See Figure 3.

The change that received unanimous positive answers (with seven respondents) was reaching out to other DDIs for advice when necessary. This is an important finding since one of the goals of the retreat –and the DDI program at large—is to build a sense of community and network among the DDI. Two respondents used the Other option to indicate that 1) “this can be better implemented next year” and 2) “develop best practice for search [committee] chairs.”

Figure 3. Respondents’ Intended Changes after Retreat, in Percentages



3. Usefulness of Retreat

One of the goals of the retreat was to clarify the role of the DDI for the DDI. When asked whether the retreat accomplished that, 62% of the (13) respondents answered positively, while 23% answered negatively, and the rest were unsure. See Figure 4.

Another goal of the retreat was to provide DDI with knowledge and skills to aid in their work with search committees. When asked if they learned specific skills and tools that they were likely to apply in their work, 69% of the (13) respondents answered positively and 8% answered negatively. The rest, 23%, were unsure. See Figure 5.

Figure 4. Respondents Increased Understanding of the Role of the DDI after the Retreat, in Percentages

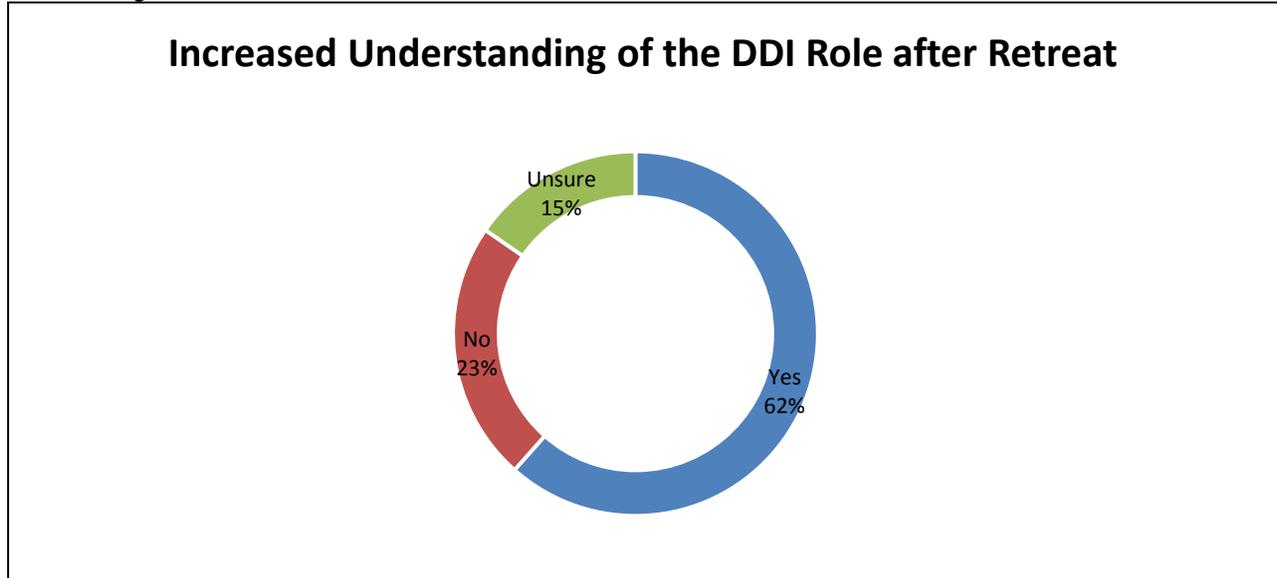
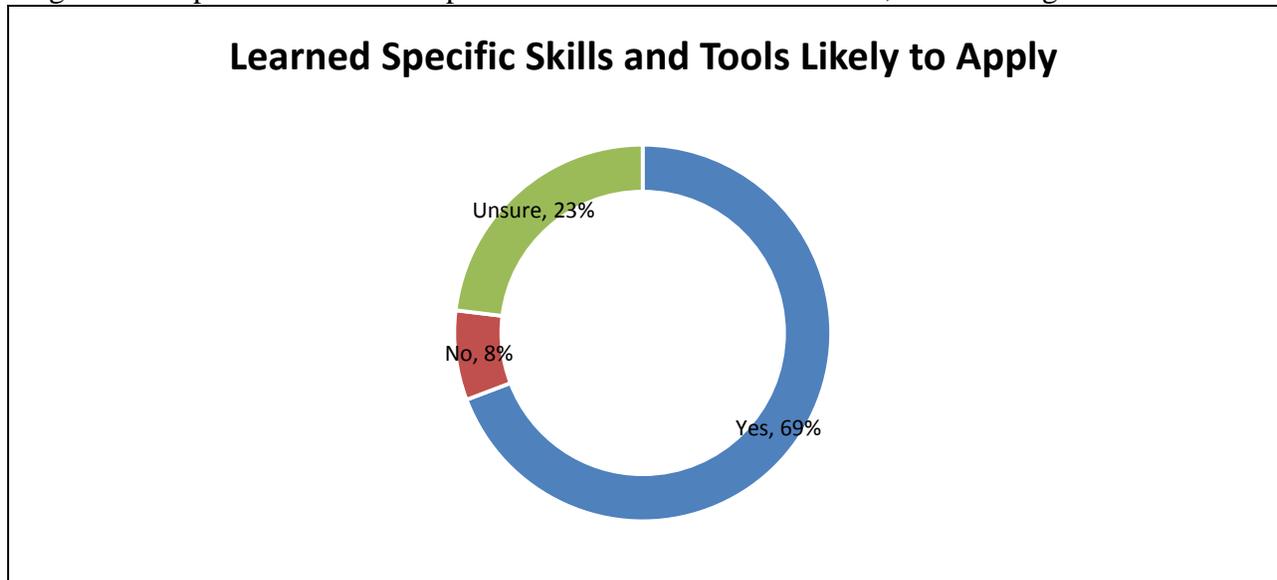


Figure 5. Respondents Learned Specific Useful Skills at the Retreat, in Percentages

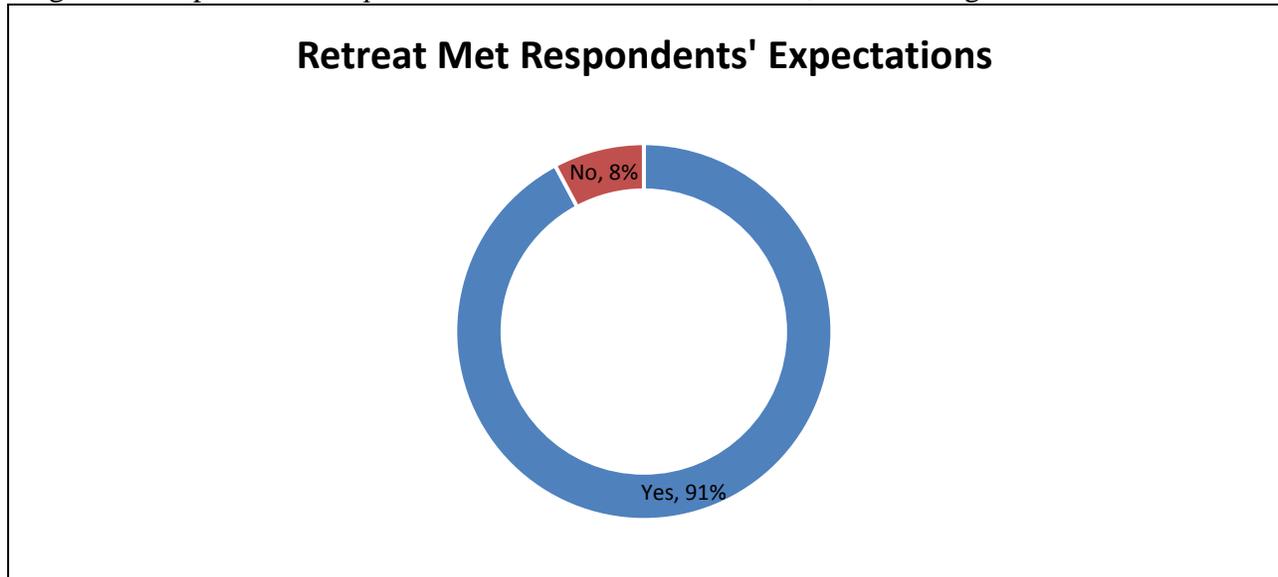


Lastly, Figure 6 shows another sign of the positive reception and impact of the retreat: Of the 11 respondents to the question of whether the retreat met their expectations, 91% answered positively, and only 8% negatively. Six respondents explained their answers. Of those, two were positive: 1) Exceeded expectations, more engaging than anticipated, and 2) grateful to meet faculty with similar interests. Two comments were negative: 1) Too long, afternoon was repetitive; and 2) there is lack of clarity on how important this is: “The fact that we are focused

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on bias instead of spending money to hire the people who fit our goals of diversity is a tacit admission that there is no true remedy available.” Finally, two comments were ambivalent (“more or less” and “yes and no”).

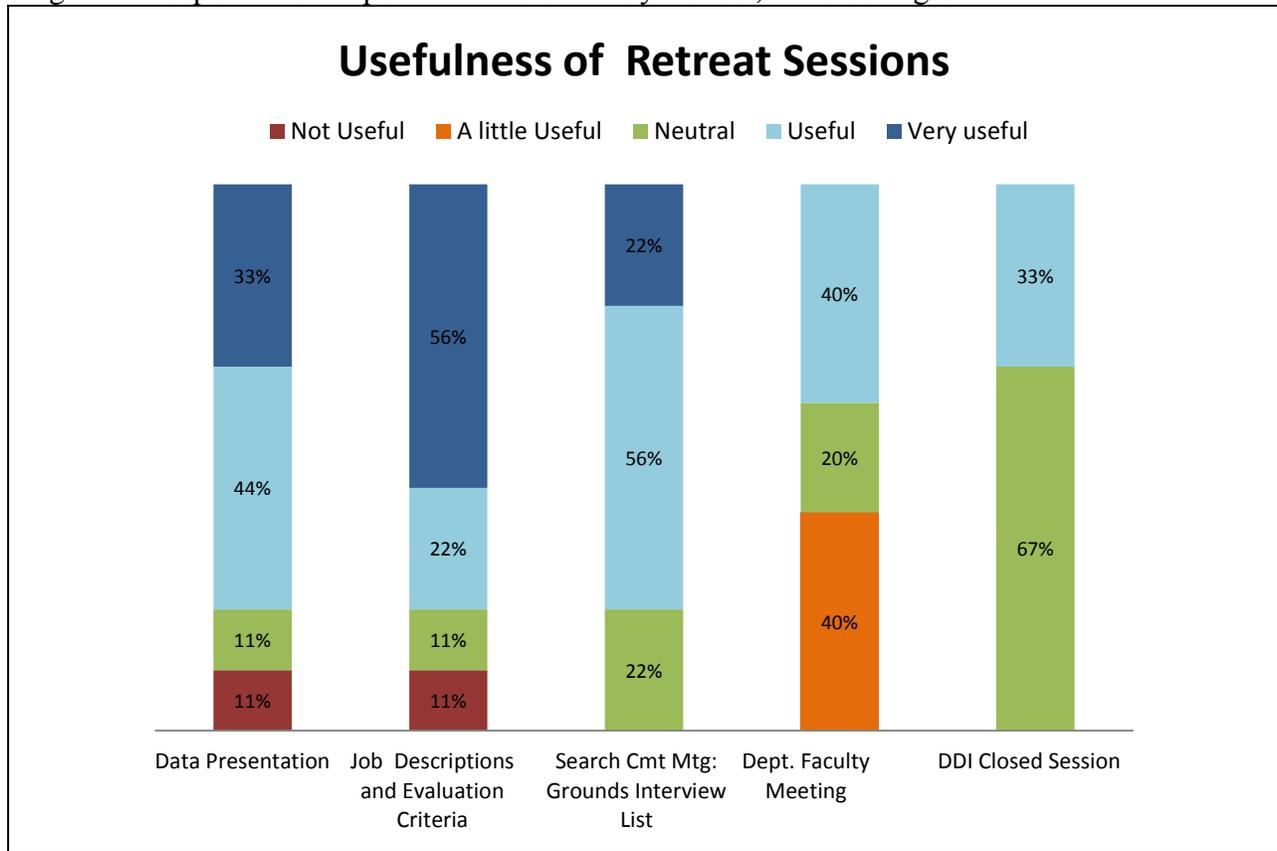
Figure 6. Respondents’ Expectations about Retreat Were Met, in Percentages



Respondents were asked how useful each of the six sessions were. These questions received some of the lower response rates, with 9 respondents to each of the first three options (Data presentation, Job description and evaluation criteria, and Search committee meeting), 5 respondents to the Departmental meeting with faculty, and 3 responses to the DDI closed session (See Figure 7). Attendance to the retreat fluctuated during the day, with the largest number of attendees during the first session and decreasing as the day progressed. Survey response numbers reflect this fluctuation.

Seven respondents (78%) answered that the session was “Useful” or “Very useful” to each of the first three sessions (Data presentation, Job description and evaluation criteria, and Search committee meeting). The next session, Departmental meeting with faculty, received varied answers as to its usefulness. Surprisingly, two-thirds (67%) reported the DDI closed session’s usefulness as Neutral.

Figure 7. Respondents’ Expectation Were Met by Retreat, in Percentages



4. Respondents’ Suggestions and Other Comments

Respondents were given the option to provide suggestions for topics to be considered in future DDI meetings or retreats. Suggestions made by respondents (one each) include: 1) Schedule retreat at end of semester, 2) Clarify DDI role and practices, 3) Have a Q&A session, 4) More hands-on experience, 5) Learn best practices from fellow faculty, 6) Resources to find minority candidates, and 7) Climate for students.

Respondents were also given the option to indicate whether there are additional resources that they need in order to be successful in their roles as DDI. Their answers (one each) include: 1) Coaching on specific skills, 2) Vagueness of DDI role makes me nervous, 3) Access historical department data on searches, and 4) A set of exemplary job announcements.

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5. Overall recommendations

In general, the retreat received positive feedback from the respondents to the evaluation form. The majority of respondents to most questions reported that the retreat provided them with insights, skills, and clarification about their roles as DDIs in search committees. It is clear from those positive answers that events like this retreat are useful, as respondents indicated overwhelmingly positively that the retreat met their expectations, that they learned useful skills, and their roles were clarified.

There were, however, areas for improvement. Answers and comments made by respondents to the event evaluation point to specific needs that could be addressed in future meetings and events for the DDI. Given that some of these answers were provided by one or two individuals, caution must be exercised when deciding the next steps. Respondents' perceived usefulness of the different sessions for instance, indicates a preference for guided, practical sessions (from data presentation to the phases of a search committee process).

Even though only one person indicated that he strongly disagree that “the retreat increased my awareness of how implicit bias can affect the presentation and evaluation of candidates,” this was the only statement that received a “strongly disagree” response and might indicate a larger need.

Lastly, respondents provided suggestions for topics to include in future meetings or retreats, and resources that could help them be successful in their roles as DDI. While some of their comments were logistical or programmatic, they show a need for hands-on, practical and specific topics and skills. These include learning about best practices from fellow faculty, how to find and actively recruit minority candidates; and learning about the climate for students. They also include having access to historical department data on searches, and having a set of exemplary job announcements. Finally, although a majority of respondents reported that the retreat clarified their roles as DDIs, other respondents indicated still being unclear about it.