

EKU Master of Public Administration Faculty Diversity Plan

Eastern Kentucky University (EKU) is an EEO/AA institution that respects and celebrates diversity. The University recognizes the role of diversity in fulfilling its mission, noting that diversity is fundamental to critical thinking and thus enhances what students learn, how they interact with others, and how they participate as citizens in a global community.¹

In keeping with EKU's principles and values, and in conformance with National Association of Schools of Public Affairs and Administration (NASPAA) Standard 3.2 (faculty diversity), the Master of Public Administration (MPA) program adopts the following diversity plan in furtherance of its own mission and public service values.

MPA Mission

The mission of the Master of Public Administration Program at Eastern Kentucky University is to maintain and build upon our tradition of national distinction as an exemplary MPA Program by:

- Providing a high quality education for a diverse body of public and nonprofit practitioners and pre-service students in the theories that inform the field of public administration;
- Providing the tools and techniques of public service and administrative practice that enhance performance in the public interest through professional expertise, technical skills and ethical behavior; and
- Supporting the practice of public administration and its ability to serve the public interest, with emphasis on the local, state and regional level.

MPA Values

The mission, governance, and curriculum of our program emphasize the following public service values:

The *Democratic Values*: public administration professionals must observe and respect the rule of law as they contribute to their organization's efforts to serve the public interest.

¹ In 2011, EKU adopted a Comprehensive Diversity Plan, a document which is strategically aligned with the University's 2011-15 Strategic Plan, the 2011-15 Kentucky Council on Postsecondary Education Strategic Agenda, and the 2011-15 Kentucky Public Postsecondary Education Diversity Policy and Framework for Institution Diversity Plan Development (Diversity Policy).

Professional Values: public administration professionals must serve with competence, excellence, efficiency, objectivity, and impartiality.

Ethical Values: public administration professionals must act at all times in ways that uphold the public trust.

Social Justice Values: public administration professionals' exercise of authority and responsibility must be dictated by respect for human dignity, fairness, and social equity.

MPA's Commitment to Diversity

Faculty diversity within MPA programs is one of the key accreditation standards, adopted in 2009 by NASPAA's Commission on Peer Review and Accreditation, to facilitate NASPAA's primary mission of educating professionals in public affairs, administration, and policy:

3.2 Faculty Diversity: The program will promote diversity and a climate of inclusiveness through its recruitment and retention of faculty members.

The rationale under Standard three is that program's faculty, as a group, should include a variety of perspectives and experiences (e.g., gender, ethnicity, race, disabilities, etc.) to invigorate discourse with each other and with students and to prepare students for the professional workplace so they are better able to understand and serve their clients and citizens.

The Diversity Vision

The Master of Public Administration program envisions a diverse faculty which includes, but is not limited to race, ethnicity, religion, socio-economic status, gender, age, sexual orientation, disabilities, and cultural or national backgrounds that will provide a high level of education to its students in an environment where respect, appreciation, equity and inclusion are core values.

Summary of Goals

The diversity goals of the MPA program and the strategies that have been outlined to meet them are dynamic in that we expect them to grow and change over time. Specifically, the MPA program aims to:

1. Recruit and retain an excellent and diverse faculty.
2. Maintain a welcoming and safe environment for all faculty.
3. Ensure that diversity efforts are consistent with institutional and accrediting body diversity policies.
4. Make available continued learning, personal and professional leadership opportunities and training for faculty.
5. Incorporate diverse views and voices in every aspect of our work.
6. Promote and sustain a harassment free, barrier free, open communication work environment.

Faculty Diversity Action Plan and Strategy

ELEMENT	ASSIGNED TO	REQUIRED ACTION	TARGET IMPLEMENTATION DATE	STATUS
GOAL 1: Recruit and retain an excellent and diverse faculty.				
Raise awareness of MPA employment opportunities by advertising in minority publications; focus on direct mail and networking with staff and various NASPAA membership groups and state and local governments to recruit a diverse and inclusive workforce.	HR and Dept./Program Heads	Continue current practice to include advertisements in relevant trade magazines and publications	Ongoing	
Adhere to equal opportunity hiring and employment practices as addressed in Affirmative Action/EEO plan	HR and Dept./Program Heads	Monitor on a yearly basis	Ongoing	
Develop a brochure that promulgating the image of the program as a diverse and inclusive workplace	MPA Director and Assistant	Revise existing brochure	August 2013	Complete - Ongoing
Develop a program website that promulgates the image of the program as a diverse and inclusive workplace	MPA Director, ECU IT and Dept/Program Heads	Revise existing MPA website	Summer 2012	Complete - Ongoing
Create connections with local and state publications and officials for making students aware of our intent to become an institution of choice for those who wish to work and study in a richly diverse environment	MPA Director and Faculty	Continue working with state and local government officials and publishing in relevant publications	Ongoing	Currently conducting a needs assessment for e-governance in Eastern Service Region Counties
Develop a recruitment plan that emphasizes opportunities for participation from under-represented academics.	HR and Dept./Program Heads	Work with Human Resources and ECU Office of Diversity to enlarge pool of applicants	Ongoing	
Train hiring managers to improve recruiting skills and develop a thorough understanding of NASPAA's commitment to diversity	HR and Dept./Program Heads	Expand existing guidelines to require that all DOG units comply with mandated training programs related to diversity training meeting guidelines to include emphasis on	August 2012	Complied - Ongoing
Ensure diversity of interview panels	HR and Dept./Program Heads	Ensure current practice continues	Ongoing	
Ensure that all starting salaries are equitable and based on qualifications and relationship to salaries of current staff in similar positions	HR and Dept./Program Heads	Appoint Committee comprised of faculty from Graduate School and DOG to review compensation for graduate faculty	August 2014	University is in the process of reviewing salary equity & compensation
Identify minimum job and educational requirements to ensure they form the basis for	HR and Dept./Program	Continue to follow HR policies and guidelines	Ongoing	

recruiting and hiring	Heads			
Identify advancement and opportunities in order to enhance promotion and tenure opportunities.	HR and Dept./Program Heads	Ensure new faculty is briefed on Dept. Constitution and ECU P&T Policies; College P&T Policies being updated	Ongoing	
Implement self-evaluation system, which will emphasize abilities in teaching, service and scholarship	Dept. Chair	Ensure faculty is meeting expectations and obtaining development training needed to advance at every level of the institution	Ongoing	
Develop a reporting procedure for Dept./program heads that addresses why MPA faculty are leaving ECU	Dept./Program Heads	Continue to conduct exit interviews and use the data for staff retention efforts	Ongoing	
GOAL 2: Maintain a welcoming and safe environment for all faculty.				
Pair tenured professors with new hires to assist in orientation and in communicating formal and informal requirements for job success and promotional opportunities.	College of A&S, Dept./Program Heads	A formal junior faculty mentoring program in Eastern Kentucky University's College of Arts & Sciences pairs tenured professors with new hires to enhance faculty recruitment and retention as well as productivity and effectiveness.	August 2004	Ongoing
GOAL 3: Ensure that diversity efforts are consistent with institutional and accrediting body diversity policies.				
Develop draft MPA Diversity Plan with identified goals and concrete strategies for attracting and retaining a diverse pool of candidate.	MPA Director in conjunction with HR, Dept/Program Heads and NASPAA Standard 3.2	Per recommendation of COPRA, in our June, 2011 reaccreditation, the MPA program agreed to develop a formal diversity plan to specifically address the goals implemented to conform Standard 3.2 (faculty diversity)	August 2012	Complied - Ongoing
Report status of diversity goals, updates, and progress to NASPAA on a yearly basis	MPA Director	Create and submit annual report for review by NASPAA's Commission on Peer Review and Accreditation	Ongoing	
GOAL 4: Make available continued learning, personal and professional leadership opportunities and training for faculty.				
Identify, develop, and implement training plan for internal or external opportunities for professional leadership and career enhancement.	HR and Dept/Program Heads	Identify opportunities for advancement as available	Ongoing	
Increase faculty training concerning diversity and inclusiveness in the workplace	Dept/Program Heads	Monitor compliance with University wide diversity training workshops	Ongoing	
Develop or promote programs for faculty that celebrate and promote diversity and inclusiveness.	HR, Diversity Office and Dept./Program Heads	The MPA program adopts the principles and mandates required for our program related to recruiting and maintaining a representative number of diverse faculty and for promoting a campus environment whereby all	January 2012	Complied - Ongoing

		members of the University are respected, included, and treated equitably.		
GOAL 5: Incorporate diverse views and voices in every aspect of our work.				
Ensure that all faculty and staff are viewed as stakeholders and are encouraged to contribute ideas and best practices.	Dept./Program Heads	Foster an environment whereby the MPA director equitably distributes information and solicits feedback to and from every faculty member.	Ongoing	
Increase the participation of non-supervisory faculty in the program development and field study advisory process.	MPA Director	Implement program changes to reduce work load on MPA Director and distribute student advisory, field study requirements and program development more evenly	August 2012	Complied - Ongoing
Increase the frequency of faculty meetings and updates so that faculty has the opportunity to provide new ideas, feedback and share concerns	Dept./Program Heads	Provide two formal MPA meetings per AY year and increase frequency of updates to facilitate more transparent and accountable feedback loop	August 2011	Complied - Ongoing
GOAL 6: Promote and sustain a harassment free, barrier free, open communication work environment.				
Create a zero-tolerance environment for language, behavior or structural design that leads to social, professional or physical exclusion in the workplace.	Dept./Program Heads	Ensure adherence to HR policy and Affirmative Action plan in monitoring process	Ongoing	
Provide diverse and inclusive programming and curriculum development that promotes understanding and celebration of differences as well as similarity.	All EKU units	Encourage celebrations, storytelling, and cross-cultural learning experiences via faculty events, field trips, speakers, newsletters, as well as informal methods	Ongoing	