HLC Addendum Request

8. Can you provide some direct evidence for some of your faculty efforts. For example, they say they are supporting 9 special hiring packages for underrepresented minority faculty. Could they provide the resource memos or letters that outline their support? Were these in the form of financial start up funds, initial support for Grad assistants, spousal hires….?

Institutional Response:

This refers to our NIH FIRST grant. The UNM FIRST website is here:

https://unmfirst.unm.edu/

This is a $15M NIH grant to diversify faculty doing biomedical research in the areas of neuroscience and data science. The grant provides startup for 9 faculty (2 in Chemistry & Chemical Biology, 2 in Psychology, 2 in Biology, 1 in Math & Stats, 1 in Speech & Hearing Sciences, and 1 in Physics). The grant also supports development of additional faculty support resources, an evaluation team (climate surveys, exit interviews, retention interviews), etc.

The UNM letter of institutional support is attached. We have implemented the first ever cluster hire process as part of the faculty hiring, and are currently interviewing the first round of candidates for 3 of the FIRST departments.

NIH FIRST (Faculty Institutional Recruitment for Sustainable Transformation) Basics

Leadership Team: This consists of the Project and Co-Project Leads of the 3 cores:
Administrative Core:

- Project Lead: Jane Ellen Smith (MPI); Co-Project Lead: Irene Salinas (MPI)

Faculty Development Core:

- Project Lead: Irene Salinas; Co-Project Lead: Barbara Rodriguez

Evaluation Core:

- Project Lead: Katie Witkiewitz; Co-Project Lead: Julia Fulghum

Additional personnel: Program manager (full time), 3 Co-Investigators (Drs. Marchiondo, Sanchez-Youngman, and Villarosa-Hurlocker) in the Evaluation Core, and one graduate student.

Institutional Innovation Implementation (I^3) Board: This Board is comprised of the following leaders in Academic Affairs: Senior Vice Provost, Vice President for Research, Associate Provost for Faculty Success, College of Arts & Sciences Dean, and ADVANCE Director.

External Advisory Committee: This committee consists of 6 outstanding NIH-funded scientists (4 from underrepresented groups) in neuroscience and data science. These include:

- Alfredo M. Angeles-Boza, Ph.D., Associate Professor, University of Connecticut
- A. Nayena Blankson, Ph.D., Professor of Psychology, Spelman College
- Vince Calhoun, Ph.D., Director, Center for Translational Research in Neuroimaging and Data Science (TReNDS), Georgia State University
- Swathi Kiran, Ph.D., Professor, Boston University
- Jennifer J. Manly, Ph.D., Professor, Columbia University, Irving Medical Center
- Malú Gámez Tansey, Ph.D., Professor, University of Florida

Overall Aims of the Grant
Specific Aim 1: To recruit, promote, and retain a diverse cohort of biomedical faculty (this includes the new hires successfully obtaining NIH R01 or equivalent funding).
Specific Aim 2: To systemically transform UNM institutional culture toward inclusive excellence (this includes providing ongoing support for UNM faculty, department chairs, and UNM leadership to implement new innovative campus-wide policies and processes to increase hiring, promotion, and retention of female and diverse faculty).

Participating Departments
2 hires each: Biology, Chemistry, Psychology
1 hire each: Mathematics & Statistics, Physics & Astronomy, Speech & Hearing Sciences

Hires
This grant is focused on hiring underrepresented minorities in biomedical research as defined by NIH *and* in line with our proposal:

- Hispanics or Latinos, American Indians or Alaska Natives, Native Hawaiians, and other Pacific Islanders, and Blacks or African Americans.
- Women (except for those departments in which they are *not* underrepresented, like Speech & Hearing Sciences).

- Based on follow-up questions we received from NIH, we were given the clear expectation that we should be heavily recruiting American Indian or Alaska Native candidates.

Cluster #1 (5 hires). Neuroscience, including neurochemistry, neurodevelopment across the lifespan, aging, and neurological disorders

Cluster #2 (4 hires). Data science, including neuroimaging analysis, theoretical frameworks, computational neuroscience, and precision medicine

Hires are scheduled to occur over 2 years, with a few hires from each cluster in each year.

Salary
The 9-month salaries will be consistent with median College & University Professional Association salary data (2020-2021) within each discipline at peer R1 institutions *and* with recent hires of each department at UNM. Specifically, salaries will range from $83,000 (Speech & Hearing Sciences, Chemistry) to $90,950 (Mathematics & Statistics). The new hires will also get 2 months of guaranteed summer salary for 3 years.

Start-Up Money
Each neuroscientist will receive approximately $1.12 million.
Each data scientist will receive approximately $741,250.

Shared Equipment
UNM is providing approximately $1 million to these faculty for shared equipment.

Protected Research Time
These faculty will have 75% protected research time (reduced teaching and service) averaged across the 12 months of the year, with this protected research time extending through the duration of the NIH FIRST grant.

Hiring Committee: These 15 individuals include:
- The 6 departmental search committee chairs
- A 2nd search committee member from each of the 6 departments
- Three members of the Leadership Team.
- Note: If this composition does not satisfy UNM's requirement for a diverse search committee, the appropriate individuals will be added from the Leadership Team or from the Evaluation Core Co-Investigators.

The Hiring Committee will work together to develop the cluster hire Position Description and the hiring rubric for inclusive excellence, to review candidates' files and send the eligible ones to appropriate departments' own search committees, to teach department search committees how to evaluate diversity statements and to conduct the interview version of the hiring rubric, and to review hiring requests from department search committees (See the file, "Recruitment Strategy 8-23-22" for UNM FIRST Program's 26-Point Plan for Recruiting and Supporting Diverse Faculty Candidates).

Administrative Core

- Recruitment search protocols will use evidence-based strategies for reducing discrimination in hiring, and we will use active recruitment strategies for identifying excellent women and URM scientists.
- Faculty hiring workshops that are required by UNM will be expanded and required for all search committee members.
- Rubrics for research excellence, diversity statements, and interviewing processes will be established. We will require a diversity statement from applicants and the Hiring Committee will provide a rubric to evaluate research excellence and the diversity statements (and the interview) across departments.

Faculty Development Core

- The mentoring plan consists of three mentoring approaches: (1) Traditional mentoring that involves 2 senior faculty mentors and an individual mentoring plan, (2) Peer mentoring among cohort members that uses co-mentoring circles (with 3-4 early career faculty and 1-2 rotating senior faculty facilitators), (3) External mentoring provided by the External Advisory Committee (scientific feedback, networking opportunities).
- The networking plan consists of activities designed to integrate the UNM FIRST cohort into their departments, the institution, and the statewide scientific community. International networks will be fostered by virtual attendance at the Annual FIRST Cohort Networking Research Day.
- Professional development activities (grant writing retreats, seminar series) will focus on increasing the cohort's success in securing NIH extramural funding.
- The retention plan is based on creating a welcoming environment, promoting flexible policies for the new hires, having well-defined P&T guidelines, valuing diverse career paths, and identifying barriers impacting cohort members. The "retention toolkit" will include mentoring and ongoing professional development support.

Evaluation Core

- Quantitative data will be collected in collaboration with the FIRST Coordination Evaluation Center common data elements. Key components include a biennial UNM Main Campus Faculty Climate Survey and a biennial Department Chairs survey.
- Qualitative data will be collected after each faculty development activity and biennially. Individual faculty and department chairs' interviews will be examined. Qualitative interviews will capture the facilitators and barriers to implementing the UNM FIRST program (year 1), determine whether program changes are addressing barriers while maintaining the facilitators (year 3), and evaluate the success of the program based on the UNM FIRST Program goals (year 5).
- Mixed methods data analysis will analyze change among faculty (level 1) and department/UNM culture (level 2) across the 5 years and will examine collaboration across the institution. To evaluate the implementation of the NIH FIRST program, we will identify facilitators/barriers and evaluate how the implementation process predicts outcome areas, usefulness of project activities, and broader impacts on university transformation.