

Academic Affairs Climate and Diversity Benchmarking Subcommittee Report

January 25, 2016

The Academic Affairs Climate and Diversity (AACDC) Benchmarking Subcommittee reviewed in 2014 - 2015 information about climate and diversity practices utilized at our peer institutions. The benchmark committee gathered this information using both direct institution contact via telephone or through mining each institution's online offerings to discover their climate and diversity best practices. Members of the Benchmarking Subcommittee include the following: Ms. Rachelle Dudley (Chair), Donna Pantel, Amy Thompson, Bari Brookins, Laura Hammons, Erin Pope. This report completes the responsibilities of this subcommittee.

Many of Texas A&M University's peer institutions employ similar practices to those used at TAMU. However, see below for several particularly unique and compelling activities.

University of Florida:

Provide incentives to academic units for developing best practices and models for increasing diversity by establishing award programs for staff member and faculty who has worked to increase and/or promote diversity on campus and by sponsoring annual Best Practices for Achieving Diversity Conference and Awards ceremony with keynote speaker

Georgia Institute of Technology:

Has a Mentor Tech program through the office of human resources – this program matches employees with mentors that help with career development by utilizing other Georgia Tech employees' experience and talents. They created Employee Resources Groups (ERGs) Engage that seek out, and invite diversity talent (representing from different backgrounds) to join Georgia. ERGs are to support Georgia's efforts to ensure welcoming and inclusive environment for all employees. ERGs Offered: GRIOT- African Heritage, HOLA- Hispanics / Latinos, Introverts- Web of Brilliance WEB, Lesbian, Gay, Bisexual, Transgendered, Questioning, and Allies (LGBTQA)- Pride, Women- Women of Georgia Tech (WOGT), *Coming soon: Resilience, Strength & Healing*

University of California – Los Angeles:

Has staff Enrichment program: year-long, cohort based program designed to help early-career employees identify career goals and explore options to enhance professional growth and mobility within University and Career Discovery Series - assist employees in developing roadmap for career, focus on career self-assessment, goal setting, professional networking, resume writing and job interviewing

University of Wisconsin:

Has partnerships with community organizations, foundations, and school districts. Develop and implement programs and partnerships that meet the needs of the community, and conduct exit interviews and surveys to identify patterns and issues related to negative climate for these individuals

For further details please refer to the attached summary and/or online materials of each institution cited.

University of California Berkeley

Strategic Plan for Equity, Inclusion, and Diversity – PATHWAY TO EXCELLENCE

- **Expected Outcomes** http://diversity.berkeley.edu/sites/default/files/SPEID_FINAL_webversion.pdf
 - All campus members report a strong sense of belonging and demonstrate knowledge and skills necessary to successfully navigate and lead in a diverse world
 - Staff at all levels reflects the rich diversity of the national and local talent pools
 - Faculty hiring and retention rates reflect the composition of the availability pools of exceptional talent in all fields nationally

University of Florida: The President's Council on Diversity

- **Diversity Survey on Campus Climate**
<http://fora.aa.ufl.edu/docs/78/2014-2015/campusclimatesurveycampaign101.pdf>
 - Plans to administer Campus Climate Survey- to see how diversity and inclusion is being experienced by faculty and staff
 - Purpose
 - Create public awareness to gauge thoughts and observations related to diversity
 - Communicate rationale into various medias
 - Educate faculty and staff about President's Council on Diversity
- **Diversity Action Plan**
<http://hr.ufl.edu/wp-content/uploads/publications/Diversity%20Action%20Plan%20-%20August%202011.pdf>
 - **Main Objectives-**
 - Break down stereotypes for all
 - Promote dissolution of isolation and include all in educational, research, and service activities
 - Create broadly diverse education experience for all
 - Enhance multicultural competency of faculty and student body
 - Contribute to UF's ability to sever the needs of Florida, US, and society
 - **Potential Initiatives-**
 - Clearly define and publicize the University's commitment to diversity- welcoming and inclusive institution, start proactive ongoing media campaigns
 - Websites, brochures, newsletters, annual status report to show progress
 - Create welcoming environment for all
 - Senior vice presidents, vice presidents, deans, academic department chairs are accountable for a climate of inclusion
 - Provide service and curriculum materials to help faculty in creating inclusive classroom experience for all students
 - Create Community Advisory Board to address issues and concerns regarding UF's diversity initiatives
 - Recruit and retain more women and individuals from diverse backgrounds for faculty positions
 - Deans and academic department chairs are held accountable
 - Increase representation of women and minority faculty
 - Ensure search committees are well trained and supported for breaking down barrier, and reaching out to under-served individuals and individuals in underrepresented groups
 - Search committee chair and members need to be trained

- Include diversity representatives if needed
- Review qualification requirements for job specifications and advertisements
- Conduct searches nationally when an emphasis on reaching out to women, minorities, and under-served people
- Explore faculty exchange program with historically black institutions
- Designate Equity Officers for each department to promote welcoming climate
- Create cluster positions within certain disciplines to promote multi-disciplinary research
- Foster welcoming and inclusive climate for all individuals
- Provide incentives to academic units for developing best practices and models for increasing diversity
 - Establish award programs
 - For staff member and faculty who has worked to increase and/or promote diversity on campus
 - Sponsor annual Best Practices for Achieving Diversity Conference and Awards ceremony with keynote speaker
- Provide high quality diversity training and education to all members
 - Develop instructor lead diversity awareness workshops
 - Incorporate diversity training for New Employee Orientation, Supervisory Challenge program, New Faculty Orientation

Georgia Institute of Technology- Office of Institute Diversity

- **Faculty**

<http://diversity.gatech.edu/diversity-portal/faculty-initiatives>

- Georgia Tech NSF ADVANCE Program: Current Initiatives
 - Faculty advancement-
 - integrates PTAC (Promotion and Tenure ADVANCE Committee) best practice
 - tracks data concerning hiring, retention, and advancement of women and underrepresented groups
 - Faculty workshops- topics include leadership, grants, lifework balance
 - Center for the Study of Women, Science, and Technology- research panels and lectures related to women studying and working the science, technology, engineering, and mathematics
 - Career Coaching-
 - Encourage discussions and mentorships between junior and senior tenure-track and tenured faculty
 - Chairs' Meeting-
 - School chairs meet with ADVANCE team to discuss challenges and strategies related to hiring, retention, and advancement of female and minority faculty
- HBCU/MI Outreach Initiative [Historically Black Colleges and Universities / Minority Institutions Outreach Initiative]
 - Collaborate with individuals to foster and facilitate research partnerships and interactions
- National Science Foundation ADVANCE Program
 - Increase participation of women in scientific and engineering workforce
 - Provides opportunities for individuals and organizations (e.g. Fellows Award, Institutional Transformation Awards and Leadership Awards)

- Goal: support full participation and advancement of women faculty
- **Staff**
 - <http://www.diversity.gatech.edu/diversity-portal/staff-initiatives>
 - Mentor Tech Program- Office of Human Resources
 - Matches employees with mentor
 - Help with career development by utilizing other Georgia Tech employees' experience and talents
 - Staff Initiatives-Vice President for Institute Diversity (?)
- **Office of Human Resources – Employee Resource Groups (ERGs) Home**
 - <http://www.ohr.gatech.edu/erg>
 - Engage, seek out, and invite diversity talent (representing from different backgrounds) to join Georgia
 - ERGs are to support Georgia's efforts to ensure welcoming and inclusive environment for all employees
 - ERGs Offered
 - GRIOT- African Heritage
 - HOLA- Hispanics / Latinos
 - Introverts- Web of Brilliance WEB
 - Lesbian, Gay, Bisexual, Transgendered, Questioning, and Allies (LGBTQA)- Pride
 - Women- Women of Georgia Tech (WOGT)
 - *Coming soon*: Resilience, Strength & Healing

Ohio State University-University Council on Diversity

- **Diversity Action Plan (2007-2012)- Objectives and Goals (regarding faculty and staff) – continuing from the Diversity Action Plan (2001-2006)**
 - <https://www.osu.edu/diversityplan/index.php>
 - Support environment for diversity
 - Monitor recruitment women and minority faculty at all levels
 - Deans are held accountable
 - More programs to move faculty from underrepresented groups to top admin leadership positions
 - Better strategies to use minority vendors
 - Establish funding initiative for research on diversity
 - More systematic efforts to retain women and minority faculty members
 - Incorporate diversity into strategic planning for each unit
 - Units have to address the paucity of staff involvement in diversity
- **Diversity Action Plan (2001-2006) – the first action plan's objectives, plans, and accomplishments (relating to faculty and staff)**
 - Create supportive, welcoming environment for all
 - Provide services and curriculum materials to help faculty create inclusive classroom environment
 - Support the Women's Place
 - Hold deans and vice presidents accountable for maintaining diversity climate and hiring minority faculty
 - Modify faculty hiring and assistance program to focus funds on departments who are successful at increasing diversity
 - Extend university health benefits to domestic partners
 - Ensure sexual orientation is not a consideration in any employment decisions
 - Conduct aggressive national searches for women and minority candidates

- Require faculty search committee chairs to submit report on their process of enhancing pool of qualified women and minorities
- Workshops for faculty and department chairs to enhance ability to hire women and minorities
- Incentives for units that produce significant number of women and minority Ph.D. graduates
- Faculty exchange program with historically black institutions
- New family personnel policies for all faculty and staff
- Ensure well-understood university mechanism to deal with faculty and staff allegations of sexual harassment and discrimination
- **Unintended Diversity Efforts (from 2001-2006 Plan)**
 - The President and Provost's Diversity Lecture and Cultural Arts Series- brings speakers and artists to increase academic dialogue about diversity
 - Assistant Vice Provost for Minority Affairs- new position to provide coordination with units with diversity offices and programs

University of California, Davis

- **Office of Campus Community Relations- Diversity Education Program**
<http://occr.ucdavis.edu/diversity/index.html>
 - Provides leadership in diversity education, affirmative action, equity initiatives and campus community relations
 - Foster collaboration across campus to develop strategic plan to guide university in the development and assessment of policy, programs, outreach, etc to improve campus climate and promote inclusiveness
 - Chancellor's Achievement Awards for Diversity and Community
 - For faculty, staff, students, local community members
 - Exemplary service and leadership in areas of community involvement or collaborations
 - Exemplary service and leadership in areas of recruitment, development, outreach
 - Diversity Education Program
 - Courses, Seminars, Trainings, and Workshops
 - Diversity Courses: SDPS Supervisory Development Programs- cultural competency series for supervisors, student advisors, administrators that work with international students
 - Chancellor's and Provost's Task Force on Faculty Recruitment
 - Mission: Increase the recruitment and hiring of individuals from underrepresented groups and women
 - Recommendations:
 - Reward system for departments and programs
 - Deans, departments, programs are held accountable
- **Campus Council on Community and Diversity**
<http://occr.ucdavis.edu/cccd/>
 - Advisory body to the Chancellor and the Provost and Executive Vice Chancellor
 - Provide both campus leaders and community with advice on how to strengthen bonds of community
 - Goals:
 - Strategic plan developed for diversity and community for the campus
 - Recruitment and selection processes for faculty and staff increase and sustain diversity for campus

University of North Carolina- Chapel Hill

- **Climate Report 2009**

<http://provost.unc.edu/files/2012/09/campusclimatereport.pdf>

- Focused on sexual orientation, gender identity, and gender expression
- Recommendations from Report
 - Benefits equity in health insurance for employees with same sex spouses/dependents
 - Increases education for supervisors about harassment based on sexual orientation
 - Include LGBTQ cultural competency education for new employees
 - Increase awareness on nondiscrimination policy
 - Establish procedure for reporting harassment
 - More funding for LGBTQ-related resources
 - More gender non-specific areas
 - Create better relationships between university, campus police and public safety to address safety concerns related to sexual orientation

- **Diversity Assessment 2010**

http://diversity.unc.edu/files/2013/06/UNC_2011-2012_DiversityPlanReport.pdf

- Currently UNC has a Chancellor's Task Force on Diversity
- Assessment found that minority faculty did not agree that tenure and promotion processes were free from bias
- Administrative units offer diversity training programs and seminars to staff and students
- Office of Vice Chancellor for Finance and Admin require all employees to undergo diversity training
- Recommendations
 - UNC should develop assessment mechanism to show success and improvements
 - Additional resources for academic support and student retention programs
 - Additional resources for recruiting and retaining faculty from targeted underrepresented groups (key facilitative resource: Diversity and Multicultural Affairs unit)
 - Develop and implement strategies to increase communication and participation of faculty in diversity and inclusion education and search education programs
 - Better communication regarded tenure and promotion for staff and faculty

- **Recruitment Strategies**

- Broadly circulate position descriptions internally and externally to leverage networks
- Include information about diversity resources in staff recruitment packages
- Use inclusive language in faculty position announcements
- Encourage women and minorities to apply
- Include minority representation on all faculty searches
- Equal Opportunity/ADA Office and Human Resources staff coordinate efforts, monitor searches and establish local vocational rehabilitation services to reach out to individuals with disabilities who are interested in employment
- Utilize variety of recruitment sources and use leadership and administrative directives
- Hire and KEEP diversity within the faculty and staff
(2011-2012 Diversity Report- UNC hired many minority faculty, but at the same time lost many)

- **Diversity Plan**

<http://diversity.unc.edu/research-and-publications/diversity-plan/>

- **Goal 1-** Define and publicize University's commitment to diversity
 - Action Steps

- communicate core values and vision for all
 - Outline and publicize processes for addressing disrespectful behavior
 - Integrate values into new employee training and professional development
- Benchmarks
 - Communication on diversity values and vision
 - Distribution of information
 - Community's knowledge of diversity mission, values, and policies
- **Goal 2-** Achieve critical masses of underrepresented populations needed to ensure educational benefits for everyone
 - Action Steps-
 - Maintain commitment toward achieving diversity faculty
 - Expand and publicize incentives and resources for faculty/staff diversity
 - Incentives for schools/departments to diversify faculty/staff
 - Search committees and department chairs have assistance to implement effective strategies to ensure diversity in applicant pools
 - Foster exchanges with historically minority universities and institutions
 - Professional development opportunities to develop employees for potential management level positions
 - Continued monitoring of applicant pools and hires, salary and promotion
 - Benchmarks-
 - Position advertisements reflect diversity values
 - Increase department participation in incentive opportunities and post-doctoral programs
 - Collaborate programs and research with historically minority universities
 - Increase participation in professional development opportunities
 - Equitable salaries based on occupational categories
 - Application and hiring pools show diversity
 - Increase diversity for in-house applicants qualified for management level positions
- **Goal 3-** High quality diversity education/training for everyone
 - Action Steps-
 - Incentives to help with increasing diversity in classroom to enhance learning experience
 - Support faculty in "interactive learning" components of the curriculum
 - Faculty-student mentoring and advising relationships
 - Competency in dealing with diversity through training and education
 - Recognition and support for units that complete diversity education and training for all employees
 - Benchmarks-
 - Classroom diversity management skills
 - Competency with diversity issues in mentoring and advising
 - Diversity issues incorporated in courses and curricula
 - Enhanced curriculum and training opportunities for managers and supervisors
 - Diversity competency in annual performance reviews
 - More professional development programs
 - Increased staff and supervisor participation in programs that address diversity
- **Goal 4-** Create and sustain diversity climate, encourage interactions and cross group learning

- Action Steps
 - Faculty: incentives for faculty to incorporate diversity into coursework / develop new course work
 - Support to enhance school and development level climates for underrepresented staff/faculty/students
 - Supervisory and management staff need to address climate with open and civil exchanges
 - Safe environment for all employees to express ideas on diversity
 - Attention to maintenance and service workers
- Benchmarks
 - Staff report inclusive work environments
 - Diversity competency in supervisor annual performance reviews
 - Staff report increased opportunities to discuss diversity issues
 - Enhanced retention of underrepresented students, faculty, staff
- **Goal 5-** Support research to advice commitment to diversity
 - Action Plans
 - Research agendas developed to inform diversity goals and strategies
 - Projects should investigate educational benefits of diversity
 - Research on concepts of critical mass and its effect on faculty and staff
 - Regular assessments of state of diversity- include investigations of climate issues for underrepresented populations
 - Benchmarks
 - Research reviews and findings published
 - Programs and process revised
 - Findings used to inform programs, curricula, and initiatives

University of California- Los Angeles

2009 Chancellor's Advisory Group on Diversity- Strategic Plan

https://diversity.ucla.edu/strategic-plan/20092010_CAGD_Strategic_Plan.pdf

- **The Faculty Diversity Action Plan: Focus on Ladder Rank Faculty**
 - 2005- President's Task Force on Faculty Diversity created
 - 5 goals for faculty
 - Recruit and hire a diverse faculty
 - Enhance recruitment and hiring of diverse faculty
 - Certify all faculty in search committee
 - Chairs/Dean ensure recruitment pools approached are diverse
 - Advertisements placed in areas that attract individuals that would contribute to diversity (use community and professional organizations)
 - Reasons for non-selection need to be compiled for each search
 - Train chairs, assistant and associate deans, and MSOs in search procedures and hiring practices
 - *Measures:* tracking systems and records
 - Retain a diverse faculty

- Provide support for faculty if they are dealing with work/life issues and build community of like scholars.
- More effort needed to retain women and underrepresented minority faculty
- *Measures*: Reports from the dean, annual diversity report, follow-up with hiring rejections
- Build an inclusive and welcoming campus climate/environment free of harassment or discrimination
 - Environment should support diverse faculty scholars and all faculty
 - Expand diversity education programs to increase cultural competency
 - Opportunities for mentorships, leadership, address work-life issues
 - Mentoring
 - Mentoring for all departments
 - Campus-wide mentoring program implemented
 - Work/Life Issues
 - Create informational portal for faculty to have information about work/life resources (child care, schooling, family care)
 - Dual academic career program
 - Dependent care program for faculty caring for dependent family members
 - Provide housing and support for housing
 - Leadership
 - Dean should increase participation for women/minorities interested in being department chairs
 - Campus-wide leadership training program
 - *Measures*: department annual diversity report, tracking system, biannual climate survey
- Engage leadership in diversity
 - Create campus diversity initiative and engage all levels of campus
 - Make diversity integral to academic planning
 - Make academic plans of units, divisions and schools include the current status of faculty diversity and plans for future efforts to advance diversity
 - *Measures*: occurrence
- Require academic accountability- academic administrators held accountable for promoting environment where contributions to diversity is an expectation
 - Accountability from deans and chairs – policies need to be reviewed by all
 - Merits and promotions for contributions towards diversity in research, teaching, and service
 - More methods to assessing faculty diversity (i.e. periodic climate surveys, exit interviews)
 - *Measures*: biannual climate survey, data collection
- Staff Diversity
 - Key strategies:
 - Staff affirmative action program
 - Development opportunities at all staff levels
 - Create welcoming and respectful work environment
 - Achievement: Affirmative Action Goals

- Establish annual placement goals for minority group members and women
- Raise awareness and commitment to program objectives for unrepresented population
- Achievement: Training and Development Programs
 - Programs for workforce preparation, continuous learning, career development
 - Monitored by the Training and Development unit monitors
- Diversity Education
 - Staff Affirmative Action Office and Staff of Faculty Counseling Center
 - Training tailored to meet the needs of individual departments
- Staff Development Programs
 - Staff Enrichment program: year-long, cohort based program designed to help early-career employees identify career goals and explore options to enhance professional growth and mobility within University
 - Professional Development Program: management and leadership training program for staff employee, offer more professional development experience and a career path
 - Management Skills Assessment Program- assess individuals' supervisory skills, work together with assigned assessors to develop and individualized development plan based on strengths and improvement opportunities
 - Career Discovery Series- assist employees in developing roadmap for career, focus on career self-assessment, goal setting, professional networking, resume writing and job interviewing
 - In Service Training: short courses and programs, complement existing departmental training efforts
- Campus Climate- open communication
 - Quarterly breakfasts with Chancellor, town hall, lunch n learn programs, focus groups etc

University of Michigan

- Limited activity related to diversity (no chief diversity office, no diversity strategic plan)
- Currently creating a baseline climate study
- Human Resources- staff task force on diversity, equity, and inclusion
- Recruiting and Employment Services website- <http://hr.umich.edu/empserv/diversity/retention.html>
 - Plans for the future-
 - Department investment in resources for recruitment
 - Plan to retain employees at the institution to maintain high quality performance and productivity in the long term
 - Need comprehensive departmental orientation program for new employees- include the following
 - Introductions to entire staff
 - Tour of department
 - Assigned ambassador/mentor/coach
 - Meetings with department managers within the first few weeks
 - A lunch or reception to welcome new staff member
 - Annual department reviews and follow-up
 - Regular communication with employees about career growth
 - Career-related training investments based on individual needs

- Provides HR Retention Interview Toolkit- help managers and supervisors maintain high performance and productivity within units
- University Human Resource- resource for manager to build diversity recruitment foundation in department
 - Staff Diversity Recruitment Coordinator / HR Representatives/Consultations and Employment Process Coordinators- contacts to assist with diversity recruitment efforts
- Diversity Matters at Michigan- provides resources for faculty and staff who are interested in diversity teaching, curriculum development, mentoring, and human resources-related topics
 - Examples include Center for Education of Women, ADVANCE at the University, Global Intercultural Experience for Undergraduates Programs/Faculty Grants & Seminars
<http://www.diversity.umich.edu/resources/faculty-staff.php>
- University has affirmative action plan
- No central office to oversee recruitment processes
- Office of Institutional Equity- <http://hr.umich.edu/oie/education/index.html>
 - Education and training programs to maintain and foster welcoming, supportive, inclusive, and diverse working and learning environment
 - Topics include intercultural communication, business case for diversity, recruitment and hiring for diversity and excellence, disability awareness and etiquette

University of Wisconsin

- Plans to have “separate and distinct” personnel system by the HR Design project team
<http://hrdesign.wisc.edu/content/uploads/2013/04/HRD-Plan-Revised-11-19-2012-.pdf>
 - Provide University with more authority over important HR activities
 - Will perform job title and total compensation analysis
 - New training and development programs established
- Recruitment and Selection
 - Strategic Plan Components
 - Implement a new online job application and applicant tracking system
 - Create new and more user-friendly way for applicants
 - Create a more advanced system
 - Replace current classified hiring process with tools and processes special to UW-Madison
 - Create university-tailored and merit-based civil-service system that allows the university to be more nimble and responsive to changing recruitment needs
 - HR will provide policies, guidelines and measures that promote diversity
 - Create mechanisms for direct hires, internal recruitments and transfers, with controls to protect diversity and fairness
 - Two hiring options for filling vacancies- recruitment waivers and internal recruitments
 - Some positions can be only open to UW-Madison employees
 - Jobs that have a lower percentage of minorities or women would have to be open to internal and external applicant pools
 - Develop recruitment toolkit and expand training and support for recruitment and selection
 - All controlled variations to meet the needs of individual units
 - Develop toolkit to include range of resources to support hiring managers
 - Centralize resources and promote recruitment best practices
- Strategic Objectives, Office of Equity and Diversity

- Provide leadership and consultation to develop and implement equity and diversity strategies throughout the campus
- Promote the use of standardized and proactive human resource processes
- Nurturing human resources through the effective use of continuous improvement principles
- Establishing collaborative partnerships with Schools/Colleges and Divisions
- Coordinating campus compliance with affirmative action and equal opportunity requirements, referred to as AA/EEO compliance
- **Goals and Recommendation of Ad Hoc Diversity Planning Committee (5/19/2014)**
http://diversityframework.wisc.edu/documents/FrameworkforDiversityMay192014_2.pdf
 - Goal 1: Promote Shared Values of Diversity and Inclusion
 - Form committee to develop programs and curriculum, and to identify and recruit facilitators for incoming faculty/staff to have “first-year experience”
 - First year experience will permit guiding exploration of diversity and identity and allow staff to realize their roles and the values of the university
 - Support faculty/departments who are contributing to fields of ethnic studies
 - Develop mechanism for students to enroll in ethnic studies course within the first 60 hours
 - Promote and provide incentives to use teaching strategies and content that fosters an environment that supports difference and risk-taking
 - Focus on student-centered learning and high impact practices
 - Goal 2: Improve coordination of campus diversity planning
 - UW-Madison’s is decentralized- therefore, in order to keep diversity goals personalized for every department at the university strategic diversity and inclusion planning will stay decentralized
 - However, more collaboration and coordination along with accountability mechanisms (annual reports) will need to be in place to encourage diversity even more
 - Form advisory committee that is comprised of representative of stakeholders groups and the larger community (leaders of multicultural groups on campus)
 - This will allow the decentralized bodies on campus to coordinate, collaborate, and communicate plans to strength diversity on campus
 - Include Office of the Vice Provost and Chief Diversity Officer
 - Establish Research Institute for Transformational Change to leverage and coordinate efforts to strengthening strategic diversity and inclusion priorities and planning processes
 - Role in inclusion planning, assessment, and evaluation recommendations
 - Centralized hub for collecting and distributing information on best practices for diversity and inclusion at the university
 - Goal 3: Engage the campus leadership for diversity and inclusion
 - Establish annual Chancellor’s Inclusive Excellence Award for faculty or staff
 - Awarded to faculty/staff who excel and promote diversity in teaching, research, service, and outreach
 - Insurance that all awards within university are from a diverse nominee pool
 - Pool is evaluated before selection
 - Create and publicize campus survey on climate and engagement that is rigorous and longitudinal manner
 - Survey will contribute to campus policy, planning, and practice improvement
 - Disseminate surveys regularly

- department chairs, directors, and other supervisory and managerial leaders continue to promote diversity through regular conversations and distribute climate surveys
 - recognize and take ownership in fostering a positive working environment
 - Enhance and expand internal “Diversity Fellowship” program- provide faculty and staff with teaching releases in order to participate in diversity training, scholarship, and career development
 - Office of the Provost coordinate interdisciplinary Diversity Fellowship
 - Fellows will contribute to the enrichment of the campus, their academic fields and the world
 - Create and expand professional development opportunities for campus leaders, managers, and supervisors to train and participate in regular, incentivized professional development activities concerning diversity and inclusion
 - Goal is to improve workplace climate and promote inclusive leadership, supervision, and management
 - Increase opportunities for management and leadership to develop inclusive leadership competencies to foster more welcoming working and educational environment
 - Partial release from regular job duties will enable participants to devote time and learn ways in which they can include diversity and inclusion in work
 - New fellows program for faculty and department chairs to engage in new initiatives related to diversity and inclusion
 - New chair training will include diversity and inclusive training
 - Charge administrators with responsibility to develop strategic diversity priorities within their academic/administrative unit
 - Re-evaluate existing unit strategic plans, documents, and initiatives
 - Plans should be aligned with Framework for Diversity and Inclusive Excellence goals and strategic priorities
 - Include Office of Vice Provost and Chief Diversity Office and proposed Research Institute to have a more coordinated manner of development
 - Creates supporting mechanisms for 2nd and 3rd shift supervisors and staff
 - Policies to create understanding despite differences developed
 - Interpretation services should be more common
 - Handbook of common words and phrases developed for multiple languages developed
 - Training will be made for supervisors of 2nd and 3rd shift employees
- Goal 4: Effective recruitment to improve institutional access through relationship building with the wider, external community
 - Partnership with community organizations, foundations, and school districts
 - Develop and implement programs and partnerships that meet the needs of the community
 - Evaluate and assess current pipeline programs to increase pool of qualified applicants for university employments
 - Support and enhance best practice models and improved recruitment efforts
 - Disseminated information throughout university
 - Additional resources for department and units to id and recruit from a diverse pool of candidates
 - Opportunities for hiring diverse faculty must be enhanced and financially supported

- Recruit more faculty with expertise on ethnicity and diversity
- Goal 5: improve retention of employees
 - Systematically identify who is and leaving and why
 - Conduct exit interviews and surveys to identify patterns and issues related to negative climate for these individuals
 - Implement centralized data collection tool to guide creation and improvement of effective retention policies, practices, and professional development strategies
 - Increased advising resources across campus
 - Continued opportunities for advisor professional development are provided
 - Create and increase support for campus leadership development and mentoring programs
 - Support departments, administrative units etc to better effectively pair new hires with a mentor(s)

University of Minnesota

- http://www.mcohs.umn.edu/assets/downloads/ReimaginingED_Dec2009.pdf
- Using the findings and recommendations of the System wide Task Force on Diversity
- Repositioned Office of Equity and Diversity in 2006 → new model brought together several different units on campus
- **7 core values:** social justice, excellence, system-wide collaboration, community engagement, accountability, sustainability, and transformation (p. 6)
- **8 priorities for implementation**
 - Develop leadership capacity around equity and diversity work across the system
 - Develop communications infrastructure that provides senior leadership with data and research findings needed to implement equity and diversity policies and programs
 - Work with existing leadership programs for everyone to develop and sustain the capacity of addressing issues of equity and diversity
 - Encourage partnership between staff/faculty and students/student organizations
 - Improve campus climate for all
 - Audit existing print and electronic publications to ensure equity and diversity are represented verbally and visually throughout campus
 - Establish or continue partnership with Institutional Research, Office of Human Resources, and other campus units on climate surveys
 - Create integrated communication plan around issues of equity and diversity that ensure management levels are regularly informed about services, events, etc that might pertain to everyone
 - Ensure diverse individuals and diversity scholarship are highlighted and promoted to internal and external constituencies through the University's Driven to Discover campaign
 - Create regular and sustained training and professional development opportunities for hiring authorities and others around issues of fit and departmental climate
 - Engage internal/external communities that support recruitment, retention, and success of diverse faculty and staff
 - Conduct comprehensive audit of University curricular using diversity measures and work across colleges an campuses to develop a framework for transforming curricular that incorporates diverse cultural content and perspectives

- Convene group of diverse faculty and students to develop guidelines for inclusive pedagogies that fully and fairly engage all students in learning
- Engage in faculty in reimagining curriculum, pedagogy, and research to insure inclusivity, accessibility throughout academic enterprise
 - Actively seek support from internal/external stakeholders (i.e. funders, faculty, communities, alumni) for efforts to diversify faculty and staff
 - Inspire conversations and develop support structures among faculty and staff around work/life issues (i.e. childcare, elderly parents care)
 - Support and develop programming that prepares faculty and staff to teach and work in diverse environments with diverse students
 - Audit recent position positions to ensure University is stressing equity and diversity capacity in searches and hires
 - Provide incentives and accountability measures to ensure all is in compliance with engaging in diversity issues and efforts
- Support institutional assessment, accountability, and collaboration through innovated metrics, technologies, and community tools
 - Support faculty participation in University's Equity and Diversity Research Initiative (EDRI)
 - create research based faculty workshops and symposia that incorporate universal instructional design principles to develop pedagogies and curricular that are inclusive and respectful for all communities
 - Encourage innovated use for new technologies
 - Implement Constituent Relations Management (CRM) system
 - Benefit service units across campus and provide platform for inter-unit collaboration and knowledge sharing
 - Build on existing technological infrastructure and communication tools that can support diversity (i.e. U Portal, UMContent system, Facebook)
- Engage university alumni, donors, and other community partners in achieving equity and diversity goals

University of California- San Diego

- **Diversity Staff Association-** <http://blink.ucsd.edu/sponsor/diversity/>
 - Mission: To unite the staff of UC San Diego Health System by developing relationships that embrace unity, diversity and enhance the cultural sensitivity of the workforce through enjoyable and educational activities
 - Staff enrichment programs focus on all levels of staff from entry level to administrators
 - Annual Staff@Work survey distributed go gauge employee satisfaction across all dimensions
 - Share climate survey results, listening sessions for specific populations
- **Academic Affairs Staff Affirmative Action Program Activities and Plan (2012-2014)**
http://academicaffairs.ucsd.edu/files/staffhr/diversity/AA_Action_Plan_13-14.pdf
 - Combine efforts of Assistant Deans, HR, Academic Business Administrators, Fiscal Contact Groups, Student Affairs Undergraduate Academic Advising Council and Organization of Department and Program Advisors, Executive Vice Chancellor
 - Share best practices and promote issues of affirmative action
 - Participation in Campus Programs
 - Departments routinely encouraged to send new supervisors and staff to diversity training
 - Staff Enrichment Equal Opportunity Program- provide financial assistance to staff members for career development activities

- UCSD Career Connection- assist employees with career planning, goal setting, job enhancement, and later or upward mobility
 - <http://blink.ucsd.edu/HR/training/career/CC/index.html>
- Equal Opportunity/Affirmative Action and Diversity Award Program- honors staff, faculty, students, departments, and organizational units or groups that make outstanding contributions in the areas of equal opportunity, affirmative action, diversity, and the UCSD Principles of Community
 - <http://blink.ucsd.edu/HR/policies/affirmative/awards/>
- Vice Chancellor Equity, Diversity, and Inclusion
 - <http://diversity.ucsd.edu/>
 - Analytical Studies Officer conduct analysis of data from climate survey
 - Shared climate survey results through feedback Listening Sessions
- Building Vice Chancellor for Equity, Diversity and Inclusion (EDI) Infrastructure
 - <http://diversity.ucsd.edu/about/index.html>
 - *Mission:* strive to initiate programs and provide resources that increase understanding and awareness of social justice, remove barriers for historically underrepresented groups, improve cross-cultural relations, and contribute to a campus climate that is safe and welcoming to all
 - Development of guidelines for funding to increase campus diversity efforts
 - Reorganization of Associate Vice Chancellor position and responsibilities
 - Creation of equity, diversity, and inclusion analytics
 - Maintain UCSD Equity, Diversity, and Inclusion Dashboard- measure and communicate progress on set diversity goals
 - Develop and implement faculty diversity scorecard- measure EDI-related faculty efforts and provide accountability within and across campus divisions
- Creation of new programing
 - Speaker series- bring 2-3 high profile speakers who can promote discussion in current and relevant issues in equity, diversity, and inclusion
 - EDI training- online and in person
 - Topics: recognize UCSD diverse make-up, list how to respectfully explore cultures of our campus, ID influence diverse cultures have an interactions with others, recognize diverse cultures' contributions to campus climate
- Enhanced efforts towards recruitment and retention of a diverse faculty
 - Faculty leadership seminar: UCSD chairs, deans, faculty equity advisors attend seminar to build inclusive climate
 - Joint Task on Family Accommodation- develop competitive and flexible family accommodation policy to better support scholarly efforts of faculty who care for dependents
 - Pilot National Center for Faculty Development Diversity- independent, professional online, development training, and mentoring community to provide professional development support, enhance retention and success of all faculty
 - Fall Annual Faculty Equity Advisor Retreat- provide advisors with opportunity to plan recruitment and retention activities targeted for faculty
- Enhance campus climate through programming at EDI campus community centers
 - Women's center- resource for the entire campus community while placing the experiences of diverse women at the center through the resources we provide, the programming and learning opportunities we facilitate, and the dynamic community space that we create
 - <http://women.ucsd.edu/>

- **Academic Affairs, Advisory Groups, Training, and Development Programs (p. 13)**
 - Academic Business Administrators (ABA) Mentoring Program- staff enrichment program pairs experienced managers with newer business officers
 - Academic Business Admin Human Resources Professional Development Committee- advisory committee of various units to report to the EVC to facilitate professional development for academic business officers and to provide feedback and consultation for senior management level
 - Business officer Academy- staff enrichment program that provides training and guidance for staff members who are interested in becoming business officers
 - Financial Management Academy- staff program for finance professional, supplement existing courses taught through Staff Education and Development
 - Human Resources Advisory Group- HR reps from each academic division and unit to meet regularly to service a sounding board for new policies and procedures to id, develop and implement strategies to inform department admins
 - Human Resources Contact Group- HR reps from each department to discuss general good business practices and promote UCSD Principles of Community, affirmative action programs. Also, charged with disseminating information coming from campus HR out to our units
 - Leadership Academy for Functional Managers- enrichment program to help new and existing functional managers understand leadership role and enhance ability to work effectively with other functional managers
 - UExplore- staff enrichment program for early-career and entry-level Academic Affairs employees, assist participants in id professional development goals and provide tools to excel
 - UAAC Training and Professional Development Committee- series of workshop for undergraduate academic advisors