

## Appendix A: Draft Implementation Plan for Diversity and Inclusion

Goal	Status/Timeline	Point Person
<p><b>Appoint a Vice President for Diversity and Inclusion</b></p> <ul style="list-style-type: none"> <li>● Reporting line for the Steering Committee on Diversity shift to the Interim President; after hiring the committee will report to the VP for Diversity and Inclusion</li> <li>● Diversity Steering Committee will identify a search firm and a search committee of faculty, staff and students</li> <li>● Fill position reporting line to the President</li> <li>● Establish ombuds role to create independent, neutral and confidential place for students to discuss academic issues and concerns:               <ul style="list-style-type: none"> <li>○ Interim role in the office of Academic Services</li> <li>○ Long term role/structure in the office of the Vice President for Diversity and Inclusion</li> </ul> </li> </ul>	<p>Immediate</p> <p>Jan. 2016</p> <p>July 2016</p> <p>Immediate</p> <p>Spring 2017</p>	<p>President</p> <p>President</p> <p>President</p> <p>Associate Provost for Academic Affairs VP Diversity &amp; Inclusion</p>
<p><b>Increase recruitment and retention of under-represented faculty and staff of color, doubling underrepresented faculty of color at Brandeis by 2021</b></p> <ul style="list-style-type: none"> <li>● Institute faculty Target of Opportunity Hiring Program               <ul style="list-style-type: none"> <li>○ This program will identify candidates who would have emerged as a top choice from any relevant national search that would have been undertaken</li> <li>○ This program will target the hiring of candidates outside the regular search process based upon their ability to meet our need to diversify the faculty or the curriculum in significant ways.</li> <li>○ Set aside funding for up to two tenure track hires/year in addition to regularly scheduled faculty searches targeting candidates who will diversify our faculty or curriculum in significant ways</li> </ul> </li> </ul>	<p>2016-17 academic year</p>	<p>Provost and Academic Deans + University Advisory Council and Integrated Planning and Budget Committee</p>



<p style="text-align: center;">potential future faculty hires.</p> <ul style="list-style-type: none"> <li>● Diversity Steering Committee will provide recommendations for increasing the successful recruitment of staff of color</li> <li>● Initiate a program to annually recognize a staff member for success at increasing diversity and inclusion on campus and/or providing extraordinary support to students of color</li> </ul>	Spring 2016	VP Human Resources
	Fall 2016	VP Human Resources

<p><b>Increase the minimum wage for Brandeis employees</b></p> <ul style="list-style-type: none"> <li>● Establish a minimum wage of \$15.05 per hour for all fulltime Brandeis employees not covered by a collective bargaining agreement.</li> <li>● Review rate to ensure that it meets or exceeds the economic-independence wage for Waltham, as determined by the Economic Independence Calculator.</li> <li>● For part time workers employed by Brandeis University and not covered by a collective bargaining agreement the minimum wage will increase: <ul style="list-style-type: none"> <li>11%</li> <li>10%</li> </ul> </li> </ul>	<p>Completed – July 1, 2015</p> <p>May 2016</p> <p>Jan. 1, 2016</p> <p>Jan. 1, 2017</p>	<p>President</p>
<p><b>Increase the applicant pool of under-represented students of color at both the undergraduate and graduate level</b></p> <ul style="list-style-type: none"> <li>● Increase underrepresented undergraduate applicants of color to the first year class by 5-10% annually <ul style="list-style-type: none"> <li>○ Increase outreach to underrepresented students of color by an additional 5,000 students, a 30% increase</li> <li>○ Expand visits to high schools with high enrollment of underrepresented students of color</li> <li>○ Expand work with community-based organizations (CBO's) serving underrepresented students of color</li> </ul> </li> <li>● Launch community college recruitment initiative <ul style="list-style-type: none"> <li>○ Convene Task force under SVP Students and Enrollment to recommend and initiate changes to degree guidelines to align with models supporting transfer students</li> <li>○ Identify academic programs with capacity that would be targets of opportunity for articulation agreements</li> <li>○ Initiate articulation agreement negotiation</li> </ul> </li> <li>● Maintain Historic Commitment to Myra Kraft Transition year</li> </ul>	<p>Fall 2018 recruitment cycle and forward</p> <p>Jan. 2016</p> <p>Fall 2016</p> <p>Spring 2017</p> <p>Ongoing</p>	<p>Vice President for Enrollment Development</p> <p>President</p> <p>SVP Students and Enrollment</p> <p>SVP Students and Enrollment</p>



<ul style="list-style-type: none"> <li>○ In-person diversity and sensitivity training will be required and integrated into orientation for faculty and staff and students. Trainings will be based on best practices in the field and may include the hiring of outside trainers in order to ensure they are comprehensive and effective. <ul style="list-style-type: none"> <li>○ Students</li> <li>○ Faculty</li> <li>○ Staff</li> </ul> </li> <li>○ Current Title IX online training that is mandatory for all faculty and staff will be augmented to incorporate best practices on diversity and inclusion</li> <li>○ Recommendation for in person diversity training across the university</li> </ul> <ul style="list-style-type: none"> <li>● Administer Climate Survey</li> </ul>	<p>Fall 2016 Fall 2016 Fall 2016</p> <p>Fall 2016 w/in 6 months of training</p> <p>Spring 2016</p> <p>Spring 2016</p>	<p>Dean of Students Provost/Academic Deans VP for Human Resources</p> <p>VP for Human Resources/ VP for Diversity and Inclusion</p> <p>VP Diversity and Inclusion</p> <p>Provost/Vice President for Diversity and Inclusion</p>
<p><b>Enhance excellence in teaching and learning</b></p> <ul style="list-style-type: none"> <li>● Establish a Task Force composed of faculty, students, and staff to review undergraduate degree requirements, including a mandate to consider how to incorporate issues of race, equity and inclusion in university requirements. Students will be selected for the committee through an open application process. The task force efforts will include a comprehensive audit of the curriculum across departments and schools to identify what is currently offered (and when) in this area.</li> <li>● Conduct diversity pedagogy workshops as part of faculty development through the Center for Teaching and Learning and the Committee for the Support of Teaching – this will include</li> </ul>	<p>Spring 2016-Spring 2017</p> <p>Begin Dec. 2015</p>	<p>Dean of Arts and Sciences</p> <p>Provost</p>

<p>offerings on how to address issues of race, inequality, and inclusion in graduate level curriculum.</p> <ul style="list-style-type: none"> <li>Organize student forums to learn how they perceive diversity and what they would like to see as part of the Brandeis curriculum</li> </ul>	Fall 2016	VP Diversity and Inclusion
<p><b>Enhance professional development workshops for under-represented students of color</b></p> <ul style="list-style-type: none"> <li>Establish a campus-wide committee of staff members, faculty, and students to oversee professional development for underrepresented undergraduate and graduate students of color</li> <li>Hiatt Career Center will hold 3 professional development workshops specifically tailored for underrepresented students of color, with at least 1 specifically targeted to Black students. Suggested topics include wage negotiations, career pipelines networking, managing co-worker and supervisor relations, and conflict.</li> <li>Increase professional development workshops specifically tailored for students of color to 5 per semester</li> <li>Establish professional development speakers of color database available for faculty to use in classes/staff to use in programming</li> <li>Develop a pilot program of mentorship/coaching programs for students of color engaging the Brandeis Alumni/ae of Color and the Brandeis Alumni Associations</li> <li>Hire a career counseling/development position with experience in programming for undergraduate and graduate students of color.</li> </ul>	Spring 2016	Provost/SVP Students and Enrollment
	Spring 2016	Executive Director Hiatt
	Fall 2016	Executive Director Hiatt
	Fall 2016	Executive Director Hiatt
	Fall 2016	Executive Director Hiatt
	July 2016	SVP Students and Enrollment

**Add staff in the Psychological Counseling Center (PCC) to provide culturally relevant support to students**

- The PC will annually re-assess its capacity to provide culturally relevant support to students o all backgrounds and adjust its training and hiring of staff accordingly, including expertise in trauma informed counseling.
- Launch a search by for an additional staff member to provide culturally relevant support to students. Outreach efforts for all hires will aggressively seek to increase applications from underrepresented counselors of color, including partnering with training institutions with high enrollment of underrepresented students of color, posting through the Massachusetts Psychological Association, and networking through our current and former counselors of color.

Ongoing

Executive Director for Health and Wellness

Jan. 2016

Senior Associate Vice President for Student Affairs