

# Appendix A: Draft Implementation Plan for Diversity and Inclusion

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## Appoint a Vice President for Diversity and Inclusion

Goal	Sub-goal	Status/Timeline	Point Person
<b>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</b>	N/A	Immediate	President
<b>Diversity Steering Committee will identify a search firm and a search committee of faculty, staff and students</b>	N/A	Jan. 2016	President
<b>Fill position reporting line to the President</b>	N/A	July 2016	Associate Provost for Academic Affairs
<b>Establish ombuds role to create independent, neutral and confidential place for students to discuss academic issues and concerns:</b>	Interim role in the office of Academic Services	Immediate	VP Diversity, Equity & Inclusion
	Long term role/structure in the office of the Vice President for Diversity and Inclusion	Spring 2017	

**Increase recruitment and retention of under-represented faculty and staff of color, doubling underrepresented faculty of color at Brandeis by 2021**

Goal	Status/Timeline	Point Person
<p><b>Institute faculty Target of Opportunity Hiring Program:</b></p> <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>	<p>2016-17 academic year</p>	<p>Provost and Academic Deans + University Advisory Council and Integrated Planning and Budget Committee</p>

Goal	Status/Timeline	Point Person
<p><b>Training in Diversity Hiring Best Practices:</b></p> <ul style="list-style-type: none"> <li>● Faculty search chairs and diversity representatives will be required to participate in this training.</li> <li>● Diversity representatives for ongoing searches will meet monthly to share successful approaches to (but not limited to): <ul style="list-style-type: none"> <li>▪ increasing the diversity of the pool of applicants</li> <li>▪ working on job ads</li> <li>▪ contributions to search committee discussions on search criteria for all searches</li> <li>▪ “For each search committee constituted, the chair of the committee and the diversity representative will go through training in diversity hiring.”</li> </ul> </li> <li>● Academic Deans will annually participate in training in diversity hiring best practices</li> </ul>	Spring 2016	Provost
<p><b>Improved advising and mentorship, especially for underrepresented junior faculty of color:</b></p> <ul style="list-style-type: none"> <li>● Each division within A&amp;S and each of the professional schools will be asked to submit a report to the Provost detailing their work on this item by March 30, 2016.</li> </ul>	Plans by March 2016	Academic Deans
<p><b>Recognizing faculty work supporting increased diversity and inclusion:</b></p> <ul style="list-style-type: none"> <li>● Academic Deans to develop and submit plans for assessment and recognition.</li> </ul>	<ul style="list-style-type: none"> <li>● Plans by May 2016</li> <li>● Implementation Fall 2016</li> </ul>	Provost

Goal	Status/Timeline	Point Person
<p><b>Develop new pipelines for recruitment of underrepresented faculty of color:</b></p> <ul style="list-style-type: none"> <li>● Establish new partnerships with HBCU's and other institutions that serve underrepresented graduate and postdoctoral groups</li> <li>● Use the Materials Research Science and Engineering Center's partnership with Hampton University as a model to design new programs to support the careers of potential future faculty hires.</li> </ul>	Ongoing	Academic Deans
<p><b>Diversity Steering Committee will provide recommendations for increasing the successful recruitment of staff of color</b></p>	Spring 2016	VP Human Resources
<p><b>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</b></p>	Fall 2016	VP Human Resources

## Increase the minimum wage for Brandeis employees

Goal	Sub-goal	Status/Timeline	Point Person
Establish a minimum wage of \$15.05 per hour for all fulltime Brandeis employees not covered by a collective bargaining agreement.	N/A	Completed – July 1, 2015	President
Review rate to ensure that it meets or exceeds the economic-independence wage for Waltham, as determined by the Economic Independence Calculator.	N/A	May 2016	President
For part time workers employed by Brandeis University and not covered by a collective bargaining agreement the minimum wage will increase:	11% (to \$10.00 per hour)	Jan. 1, 2016	President
	10% (to \$11.00 per hour)	Jan. 1, 2017	

## Increase the applicant pool of under-represented students of color at both the undergraduate and graduate level

Goal	Sub-goal	Status/Timeline	Point Person
<p><b>Increase underrepresented undergraduate applicants of color to the first year class by 5-10% annually</b></p> <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>	N/A	Fall 2018 recruitment cycle and forward	Vice President for Enrollment Development/Dean of Admissions & Financial Aid

Goal	Sub-goal	Status/Timeline	Point Person
<p><b>Launch community college recruitment initiative</b></p>	<p>Convene Task force under SVP Students and Enrollment to recommend and initiate changes to degree guidelines to align with models supporting transfer students</p>	<p>Jan. 2016</p>	<p>President</p>
	<p>Identify academic programs with capacity that would be targets of opportunity for articulation agreements</p>	<p>Fall 2016</p>	<p>SVP Students and Enrollment/Dean of Admissions &amp; Financial Aid</p>
	<p>Initiate articulation agreement negotiation</p>	<p>Spring 2017</p>	
<p><b>Maintain historic commitment to Myra Kraft Transition Year Program and POSSE</b></p>	<p>N/A</p>	<p>Ongoing</p>	<p>SVP Students and Enrollment/Provost</p>
<p><b>Academic Deans must prepare and submit graduate recruitment and retention plans to increase applications and enrollment from under-represented students of color</b></p> <ul style="list-style-type: none"> <li>Plans will identify recruitment opportunities and associated initiatives in field-specific professional societies and through faculty interactions at colleges and universities institutions that serve underrepresented graduate and postdoctoral students of color. Plans will include proposals to enhance retention of underrepresented graduate students of color through mentoring, career development and other mechanisms.</li> </ul>	<p>N/A</p>	<p>May 2016</p>	<p>Provost</p>

Goal	Sub-goal	Status/Timeline	Point Person
<p><b>Scholarship and recruitment program for under-represented masters students of color in the Graduate School of Arts and Sciences, creating a pipeline into doctoral work</b></p> <ul style="list-style-type: none"> <li>• The recruitment will focus on graduates who are Posse Scholars, or from HBCUs and other institutions serving under-represented students of color.</li> <li>• Apply for supportive partnerships such as Howard Hughes Medical Institute and Mellon Mays Foundation</li> </ul>	N/A	Fall 2016	Dean of the Graduate School of Arts and Sciences

## Accountability and Reporting

Goal	Sub-goal	Status/Timeline	Point Person
<p><b>Expand the Brandeis Diversity and Inclusion Action Plan to include metrics to be used for accountability. This will result in an annual “report card” that will be shared with the entire Brandeis community.</b></p>	N/A	January 2016	President
<p><b>In-person diversity and inclusion training for all members of the senior management team, Deans (including assistant and associate), all department chairs and program directors, and all division heads</b></p>	N/A	August 2016	VP Human Resources
<p><b>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.</b></p>	Students	Fall 2016	Dean of Students/VP Diversity, Equity & Inclusion
	Faculty	Fall 2016	Provost/Academic Deans



Goal	Sub-goal	Status/Timeline	Point Person
	Staff	Fall 2016	VP for Human Resources
<b>Current Title IX online training that is mandatory for all faculty and staff will be augmented to incorporate best practices on diversity and inclusion</b>	N/A	Fall 2016 w/in 6 months of training	VP for Human Resources/VP for Diversity, Equity & Inclusion
<b>Recommendation for in person diversity training across the university</b>	N/A	Spring 2016	VP Diversity, Equity & Inclusion
<b>Administer Climate Survey</b>	N/A	Spring 2016	Provost/Vice President for Diversity, Equity & Inclusion

### **Enhance excellence in teaching and learning**

Goal	Status/Timeline	Point Person
<b>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.</b>	Spring 2016-Spring 2017	Dean of Arts and Sciences

<b>Goal</b>	<b>Status/Timeline</b>	<b>Point Person</b>
<b>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 offerings on how to address issues of race, inequality, and inclusion in graduate level curriculum.</b>	Begin Dec. 2015	Provost
<b>Organize student forums to learn how they perceive diversity and what they would like to see as part of the Brandeis curriculum</b>	Fall 2016	VP Diversity, Equity & Inclusion

### **Enhance professional development workshops for under-represented students of color**

<b>Goal</b>	<b>Status/Timeline</b>	<b>Point Person</b>
<b>Establish a campus-wide committee of staff members, faculty, and students to oversee professional development for underrepresented undergraduate and graduate students of color</b>	Spring 2016	Provost/SVP Students and Enrollment
<b>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.</b>	Spring 2016	Executive Director Hiatt
<b>Increase professional development workshops specifically tailored for students of color to 5 per semester</b>	Fall 2016	Executive Director Hiatt
<b>Establish professional development speakers of color database available for faculty to use in classes/staff to use in programming</b>	Fall 2016	Executive Director Hiatt

<b>Goal</b>	<b>Status/Timeline</b>	<b>Point Person</b>
<b>Develop a pilot program of mentorship/coaching programs for students of color engaging the Brandeis Alumni/ae of Color and the Brandeis Alumni Associations</b>	Fall 2016	Executive Director Hiatt
<b>Hire a career counseling/development position with experience in programming for undergraduate and graduate students of color.</b>	July 2016	SVP Students and Enrollment

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

<b>Goal</b>	<b>Status/Timeline</b>	<b>Point Person</b>
<b>The PC will annually re-assess its capacity to provide culturally relevant support to students of all backgrounds and adjust its training and hiring of staff accordingly, including expertise in trauma informed counseling.</b>	Ongoing	Executive Director for Health and Wellness
<b>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.</b>	Jan. 2016	Senior Associate Vice President for Student Affairs