



## DIVERSITY STRATEGIC PLAN

### An Executive Summary

(Draft of Work in Progress)

Based on a document submitted to DICE on June 1<sup>st</sup>, 2021

Dafna Lemish, Associate Dean for Programs

The Action Plan presented below is based on the following principles:

1. **Evidence-based:** Assessment of the school's existing needs is based on SWOT analysis, as well as input from faculty, staff, students, Diversity Committee, Research Development Committee, the leadership of the school, and the results of the university survey.
2. **Realistic:** Goals were set that have a realistic chance of being reached, based on existing resources and constraints, and are not just aspirational ideals.
3. **Existing practices and strengths:** Goals are built on existing practices and strengths in the school that have already proven themselves as productive.
4. **In our control:** Goals are set in areas that we can control (e.g., as a non-admitting undergraduate students' school).
5. **Aligned with the Rutgers University:** Goals are aligned with the university's DEI priorities and initiatives, and with the Presidential vision for a beloved community.
6. **Holistic:** Mobilizes all of the constituencies in the school
7. **Overlaps:** There are overlaps and redundancies between the goals in the various priorities.
8. **Work in progress:** This draft is a work in progress and will be developed as we continue to integrate feedback, learn from resources, and gain experience

**The summary is organized around the five priorities dictated by Rutgers:**

Diversity Priority 1: Recruit, Retain, and Develop Diverse Community

Diversity Priority 2: Promote Inclusive Scholarship and Teaching

Diversity Priority 3: Define Sustainable and Substantive Community Engagement

Diversity Priority 4: Build the Capacity of Leaders to Create an Inclusive Climate

Diversity Priority 5: Develop an Institutional Infrastructure to Drive Change

<b>Diversity Priority 1: Recruit, Retain, and Develop Diverse Community</b>
<p><b>Goals:</b></p> <p><b>Increase the percentage of full-time faculty, staff, PTLs, and Ph.D. students of color in SC&amp;I in significant ways in the next three years</b></p> <p><b>Create a culture of belonging</b></p>
<p><b>Strategies for faculty, NTTs, and PTLs:</b></p> <ul style="list-style-type: none"> <li>• Training search committees, chairs, and directors</li> <li>• Advertisizing in diverse outlets</li> <li>• Build on personal contacts and networking in professional and academic associations and HBCUs</li> <li>• Introduce a diversity mindset orientation</li> <li>• Consult with alumni and professionals of colors</li> </ul> <p><b>Strategies for Ph.D. students:</b></p> <ul style="list-style-type: none"> <li>• Identify and mentor excelling undergraduates of color toward graduate degrees</li> <li>• Build a pipeline of potential candidates through organizations such as the ASCCJ, iSchools, with colleagues in HBCU</li> <li>• Offer more robust financial packages and/or scholarships for candidates from underrepresented populations</li> <li>• Provide specific mentorship and support to graduate students from underrepresented populations beyond the regular mentorship and advising</li> </ul> <p><b>Strategies for Alumni:</b></p> <ul style="list-style-type: none"> <li>• Invite alumni of color for various school events, as speakers, and for engagement with students</li> <li>• Recruit prominent alumni of color for the Dean’s Advisory board</li> <li>• Cultivate a stronger sense of belonging to the school</li> </ul> <p><b>Strategies for cultivating a culture of belonging in the school:</b></p> <ul style="list-style-type: none"> <li>• Hold school-wide cultural events</li> <li>• Hold department-wide listening sessions</li> <li>• Encourage the use of pronouns and land acknowledgment in emails, syllabi, public events, etc</li> <li>• Introduce DEI issues in onboarding and orientation of instructors, staff, Ph.D. students</li> <li>• Create peer mentor programs</li> <li>• Conduct a critical environmental scan of main offices, walls, hallways, artwork, etc</li> </ul>

## **Diversity Priority 2: Promote Inclusive Scholarship and Teaching**

### **Goals:**

**Review entire school curricula for DEI values**

**Incentivize faculty research focusing on DEI topics**

**Offer DEI-focused general education events in the school**

**Implement comprehensive teaching evaluation procedures to combat implicit bias in student evaluations**

### **Strategies for teaching and curricula:**

- Review of departmental curricula
- Implement the results of the review above
- Review individual faculty syllabi for inclusive teaching
- Encourage participation in CTAAR inclusive and accessible teaching workshops
- Create an inclusive teaching/mentoring award
- Implement peer classroom observations – formative and evaluative
- Provide guidance to faculty members to create robust teaching portfolios

### **Strategies for scholarships:**

- Provide seed-money support for DEI research
- Create inclusive scholarship award
- Actively seek funding for DEI research
- Communicate inclusive scholarship widely

### **Strategies for general education:**

- Offer workshops/self-study programs on a regular basis
- Maintain the Diversity Book Club
- Expand involvement of the prestigious Gloria Steinem Endowed Chair in Media, Culture, and Feminist Studies within the school
- Disseminate information regularly
- Take advantage of Rutgers events
- Incorporate the above in all mentoring activities in the school

### **Diversity Priority 3: Define Sustainable and Substantive Community Engagement**

#### **Goals:**

**Communicating our research and scholarship to communities**

**Designing projects with and for communities**

**Advancing internal processes for recognizing, mentoring, supporting, and evaluating engaged scholarship**

#### **Strategies for communicating research:**

- Hold workshops for faculty and graduate students on best practices for writing and interviewing for the different media outlets
- Expand communications support for preparing and translating research and scholarship for communities and policy-makers
- Expand communications support for disseminating research and scholarship via the school's social media, website, newsletters, and alumni
- Offer enhanced website development support for faculty and project webpages
- Create advising support for developing strategic communications plans for public and community-engaged projects

#### **Strategies for designing projects:**

- Promote engaged projects with particular attention to demonstrating and communicating community and scholarly impact
- Strategize with SC&I's Centers, Labs, Working Groups, and Clusters to be catalysts for the developing and including faculty and graduate students in community-engaged research projects.

#### **Strategies for internal processes:**

- Assess RU's current guidelines for evaluating public and community-engaged scholarship to identify possible recommendations for more coherent university-level policy and practices
- Articulate best practices within SC&I for advising, mentoring, and evaluating the differing forms of engaged scholarship within the school
- Clarify the eligibility of engaged research for current mechanisms to support research and scholarship development at SC&I
- Ensure that start-up packages for new faculty address needs related to community-engaged research to support their success
- Develop new mechanisms that support the development and implementation of complex projects such as community-engaged, participatory interventions

**Diversity Priority 4: Build the Capacity of Leaders to Create an Inclusive Climate**

**Goals:**

**Formally designate responsibility for DEI work to a high-level administrator**

**All Associate Deans, Assistant Deans, chairs, and directors actively support DEI within the school**

**Offer learning, development, and networking opportunities around DEI to a pipeline of leaders**

**Build network opportunities within and outside of Rutgers with other DEI leaders at Rutgers' schools, academic and professional associations.**

**Strategies for a designated position:**

- Hire/Designate an Assistant Dean for DEI
- Provide administrative support as needed

**Strategies for cultivating leadership:**

- Provide learning opportunities for existing leaders and pipeline of leaders within and outside of Rutgers
- Integrate DEI in ongoing school governing bodies

## **Diversity Priority 5: Develop an Institutional Infrastructure to Drive Change**

### **Goals:**

**Review all school documentation and bylaws with an eye to DEI language and issues**

**Review the school's diversity-related roles**

**Develop and maintain a DEI space on the school's website in addition to threading such information within the entire website**

**Create a historical record of the School's hiring of POC**

**Create DEI related awards and recognition (see also Priorities 2 and 3)**

**Maintain regular structures for education and growth in DEI area (see also Priority 2)**

### **Strategies for documentation:**

- The School's RP/EN committee (Rules of Procedure/Elections and Nominations Committee) will review the Bylaws
- Create Documentation Review Committees in each department and in the Deans' office

### **Strategies for roles:**

- Define the responsibilities and reporting line of the leader responsible for DEI efforts
- Re-constitute the roles and composition of the Diversity Committee
- Assign a role of Diversity Ombudsperson
- Assign school representatives to NB Equity Advisors and Diversity Advocates

### **Strategies for website:**

- Create a DEI space that features DEI related work in the school and highlights its centrality to our mission
- Develop a strategy for regular maintenance and updates

### **Strategies for the historical record:**

- Reconstruct the history of hires and promotions of POC in the school
- Design lessons from the history that can be applied moving forward

**Strategies for awards:**

- Add DEI Awards to the list of those awarded each year in the school Honors Day
- Highlight DEI external recognition (e.g., awards, fellowships, grants, publications, etc)

**Strategies for educational structure:**

- Maintain the Diversity Book/Movie club
- Run DEI workshops internally as well as encourage participation in external ones
- Cultivate solidarity support (e.g., public statements, reaching out and offering support to affected members of the community, etc)