Florida State University
College of Social Work
Diversity, Equity, and Inclusion
Five-Year Strategic Plan

2021-2026
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August 31, 2021

Dear College of Social Work Community,

Recent events have underscored systemic failures in our country that have gone unaddressed far too long. Issues around diversity, equity, and inclusion are not unique to the FSU College of Social Work, but as members and leaders in an academic community, we need to act – to work immediately and consistently to build a better, more diverse, equitable, and inclusive organization, campus, and nation.

As the Dean and Associate Dean for Academic Affairs, we take great responsibility for the role we play in not only disavowing hate, discrimination, and exclusion, but actively championing and practicing anti-bias and anti-oppressive behaviors within our organization, across campus, and in our surrounding communities.

Diversity, equity, and inclusion are paramount to social work practice and our commitment to social justice. Bold action to cultivate a diverse, equitable, and inclusive community is fundamental to transformational change that benefits our entire academic unit and the communities we serve.

This Five-Year Strategic Plan is designed to advance the FSU College of Social Work’s efforts to promote, implement, and evaluate meaningful diversity, equity, and inclusion initiatives. The plan recommends broad strategies, suggestions, and ideas to guide our work together (across these three important components of organizational culture), while recognizing that the next steps will involve the development of specific implementation approaches. We hope that many of these initiatives can be integrated into existing faculty and staff committee structures, but recognize that some new mechanisms will be needed for success.

We are committed to ensuring that these conversations and actions do not end this month or this year; that the changes we propose will not get lost in the momentum of a new semester. We believe that these changes—both in the CSW culture and across academic programs—will take time and work. We are determined to devote both to ensure these changes become reality.

Respectfully,

James Clark               Craig Stanley
Dean                    Associate Dean for Academic Affairs

DEAN’S LETTER
In 2020, several groups within the FSU College of Social Work (CSW) began to independently identify climate issues and make recommendations related to diversity, equity, and inclusion (DEI) initiatives in the CSW. Leadership recognized a need to further explore these recommendations, engage the parties involved, and develop a unified workgroup - here forward referred to as the CSW DEI Strategic Planning Committee.

The CSW DEI Strategic Planning Committee was formed at the beginning of 2021 and engaged in a six-month planning process to develop recommendations for a strategic plan to enhance diversity, equity and inclusion at the CSW.

To develop this strategic plan, we examined data from the FSU Office of Institutional Research and reviewed feedback from a variety of internal student and faculty sources from which we created recommendations to address gaps and build on CSW successes.

According to our NASW Code of Ethics, Social Justice is a core value in our profession. Yet, organizational inequities are a form of social injustice that need to be addressed in the CSW. Additionally, the 2021 NASW COE amendments include content on cultural humility, specifically the “action against oppression, racism, discrimination, and inequities...and holding institutions accountable for advancing cultural humility.” Thus, the committee recognizes that DEI efforts need to include all constituencies of the College (administrators, staff, faculty, students, and community partners) in order to develop a workplace and educational climate that is demonstrably diverse, equitable, and inclusive of all. It also requires strong relationships and commitments to communities outside the CSW: field instructors, community members, and those we seek to serve affected by injustice.
From October 2020 to March 2021, the CSW Diversity Committee facilitated listening sessions and administered a survey to determine a course of action for enhancing diversity, equity, and inclusion in the College of Social Work.

Participants were asked the following:
- Describe your vision for an inclusive culture.
- What facilitators or supports currently exist within the CSW that contribute to an inclusive culture?
- What barriers or obstacles currently exist within the CSW that prevent or diminish efforts to maintain an inclusive culture?
- What needs to happen at the CSW in order to become the inclusive environment you described earlier?

Stakeholder Engagement

85 Students
(4 classes, the Student Association of Social Workers, and the Macro Social Work Student Network)
10 Alumni
16 Faculty and Staff

In response to the concerns expressed by social work students during the CSW 2020 Diversity Forum and Dean Clark’s message from the CSW about events regarding the death of George Floyd, local shootings in Tallahassee, and the history of racism, Professor Mathis’ Fall 2020 Diversity & Social Justice class decided to develop a Take Action Proposal. The class felt that the Take Action Project Proposal would intensify their ongoing work to foster a College that is not only inclusive but also anti-racist. In addition, the class provided recommendations and expressed an interest in developing additional tangible actions to address the diversity, equity and inclusion issues within the CSW.

During the Summer 2020 semester, a call to action letter was drafted and signed by 19 current doctoral students. This letter detailed a variety of concerns and included action steps for making the CSW doctoral program more diverse, equitable, and inclusive.
Our mission is to enhance diversity, equity, and inclusion at the CSW.

**MISSION**

**VISION**

Stronger Community Through A New A.V.E.N.U.E.
Acknowledging diverse contributions
Valuing people
Embracing differences
Navigating conflict
Uniting against hate
Embarking on positive social change

**PURPOSE**

The primary purpose of this strategic plan is to outline goals and actions that will result in meaningful systemic change in becoming a more diverse, equitable, and inclusive (DEI) environment to achieve our vision.

Several CSW assessments identified barriers to inclusive participation including microaggressions, isolation, devaluation, and a range of other challenges faced by historically excluded groups. As a result, we desire to become more:

1. **Diverse** - This plan aims to develop a diverse community that is more representative of the larger systems we serve, which is vastly different from the general population.

2. **Equitable** - This plan aims to recognize the legacy of institutionalized and structural forces that impact historically excluded communities and be responsive with different resources based on those needs. In order to be equitable, we will seek to provide specific, unique resources that will support their journey to reach their full potential within our community.

3. **Inclusive** - This plan aims to cultivate an inclusive community that demonstrates value for, and integration of the contributions, presence, and perspectives of diverse groups of people.

4. **Accountable** - This plan aims to develop accountability measures related to DEI initiatives. These measures shall include (but are not limited to) clearly identified procedures, consequences, measurable monitoring mechanisms, incentives, resources, and support.
To create widespread impact and lasting change, this plan includes diversity, equity, and inclusion goals among the five focus areas listed below.

The committee generated possible strategies to accomplish goals in each applicable area.

**FIVE AREAS OF FOCUS**

- Culture and Norms
- Students
- Community Partners
- Faculty and Staff
- Curriculum and Professional Development

**Diversity Equity Inclusion**
There are two major priorities the committee deem **urgent** and **necessary** for the sustainability and accountability of the proposed plan. These priorities align with the FSU Strategic Plan, Goal III - Realizing the full potential of diversity and inclusion.

**Establish an Assistant Dean of DEI**

- This role is to be catalytic in assisting the Dean, Associate Dean, Directors, and Faculty in being responsive to transforming the culture.
- This role is needed to oversee ongoing development, implementation, and monitoring of the DEI strategic plan while ensuring accountability among all stakeholders.
- This position will promote initiatives and professional development that align with the college’s commitment to diversity, equity, and inclusion.

**Provide a recurring budget for use by the Assistant Dean of DEI**

To solidify our commitment to an anti-biased and anti-racist workplace, it is imperative that we allocate funds to sustain DEI goals long-term. Budgets reflect our values and commitments.

**PROS**

- Consistent with other schools and colleges of social work at peer and aspirational universities that have DEI positions or offices including the University of Michigan, University of Buffalo, University of South Carolina, and the University of Maryland
- Establishes a dedicated faculty member to guide DEI strategic efforts and unify CSW activities and stakeholders
- Establishes an in-house mechanism for specifically addressing and responding to DEI issues experienced by social work faculty, staff, and students
- Provides accountability, responsiveness, and transparency related to DEI issues
- Connects social work faculty, staff, and students to DEI resources and information
- Transforms the CSW climate to be more demonstrative of social work values and commitment to diversity, equity, and inclusion.
- Consolidates all CSW DEI efforts in one place

**CONS**

- Creates a new administrative role that alters teaching and/or research assignments
- Requires budgetary and resource reassignment
Diversity, in short, is difference and variety in the representation or makeup of an entity that is essential for social and organizational well-being, growth, and innovation

- Race/Ethnicity
- Gender
- Gender Identity
- Sexual Orientation
- Mental/Physical Ability
- Age
- Religion
- Socioeconomic Status
- Political Beliefs
- Education
- National Origin
- Immigration Status
- Language
### Fall 2020

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<td>1083</td>
<td>132</td>
<td>1,215</td>
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**Fall 2020 Gender Data**

- **Male (132)**: 10.9%
- **Female (1,083)**: 89.1%
## RACE/ETHNICITY TRENDS (2016-2020)

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Sources: myFSU Oracle BI Student-based Reporting Tool and FSU Office of Institutional Research
Recruit and retain a diverse student body
(Assistant Dean of DEI, Program Directors, Development Officer, Faculty, Institute Directors)
The committee suggests:
- Recruiting graduate students from McKnight Foundation, McNair Scholars, and other established organizations
- Establishing an intensive summer undergraduate research program for historically excluded populations to prepare and attract diverse students to graduate programs
- Starting a Freshman Interest Group (FIG) with incoming Center for Academic Retention and Enhancement (CARE) students to teach them about social work and the communities we serve (BSW)
- Diversify recruitment efforts (e.g. HBCUs, Hispanic and Native serving institutions, geographic locales, etc.)
- Providing support to provisionally admitted underrepresented students (MSW)
- Enhancing student to student mentorship program (doctoral program)
## FALL 2020 FACULTY DATA

### FULL FACULTY

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### TENURED

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### TENURE-EARNING

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### SPECIALIZED (NON-TENURE EARNING)

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Source: myFSU Human Resources Queries – faculty statistics and the Office of Research
### FALL 2020 STAFF DATA

#### RACE/ETHNICITY

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GOAL

Recruit, retain, and promote diverse faculty committed to DEI through their teaching, research, and service.

(Faculty Affairs, Assistant Dean of DEI, Promotion and Tenure)

The committee suggests:

- Identifying efforts to increase diversity in every faculty search or new appointment
- Documenting efforts to reach diverse candidates in all hiring searches
- Designating a member of each search committee/hiring process as a diversity champion responsible for encouraging outreach and awareness of diversity, equity and inclusion issues
- Identifying professional associations, networks, and individuals who specialize in reaching underrepresented scholars and ensuring they receive all new faculty announcements
- Requiring all members of the search/hiring committee to participate in diversity, equity, and inclusion training in order to participate in hiring or faculty search committee service
- Creating promotion (and tenure where relevant) criteria that integrates DEI into teaching, research, or service expectations
- Participating in learning opportunities focused on how culture and climate impact the professional development of faculty from historically-excluded groups
- Utilizing information gleaned from trainings to enhance mentoring of faculty from historically-excluded groups

Recruit, retain, and promote diverse staff committed to DEI.

(Associate Director, Finance and Administration)

The committee suggests:

- Adding DEI question to the interview process
Equity seeks to address the structural barriers that limit fair access to opportunities and result in disparities between groups.

Equity is a solution for addressing imbalanced social systems - inequities involve more than lack of equal access to needed resources to maintain or improve outcomes.

The distinction between equal and equitable is important. We are told that to be fair we must treat everyone the same (equal), however, when we recognize the legacy of institutionalized and structural racism we understand that differing people and communities need different resources (equity). In order to be equitable, we provide specific, unique resources to support people and communities in meeting their basic needs and reaching their full potential. Sameness is not always fairness, if the oppressed group remains disadvantaged.
Support and expand equitable practices throughout the CSW

(Development Director, Dean, Assistant Dean of DEI)

The committee suggests:

- Identifying the causes of injustice in the CSW and seeking to redress them
- Assessing resource needs of historically excluded groups
- Enhancing resources within the CSW to provide better access for historically excluded groups
- Identifying and utilizing measures to track progress toward equity goals in annual CSW program assessments
GOALS

Provide opportunities to gain knowledge and skills to promote equity
*(Faculty, Program Directors, Associate Dean of Academic Affairs, Assistant Dean of DEI)*

The committee suggests:

- Engaging students in equity-empathy-building exercises - Structure opportunities for students to learn with and from their peers
- Providing students with coaching to engage in courageous conversations with diverse groups
- Teaching students to demonstrate competencies of Anti-bias Anti-racist principles and practices (Note: these will be incorporated into CSWE EPAS 2022 standards)
- Accommodating diverse learning styles
- Structuring opportunities for students to develop cultural humility

Address written preliminary exam and dissertation defense inequities
*(Doctoral Program Director, Assistant Dean of DEI)*

The committee suggests:

- Developing guidelines with corresponding rubrics for each stage of the process from preliminary examination to dissertation defense to ensure processes are consistent for each student.
- Making the guidelines transparent/available/accessible to students and faculty
- Providing clear expectations to faculty mentors about their role during the process
- Implementing a transparent process that includes the new Assistant Dean of DEI, for students to communicate concerns in the preliminary exam and dissertation defense processes
- Requiring equity training for faculty who serve on dissertation committees
GOALS

Develop entry assessments within the doctoral program

*(Doctoral Director, Associate Dean of Academic Affairs, Assistant Dean of DEI)*

The committee suggests:

- Developing an assessment for incoming doctoral students to determine academic/professional strengths and weaknesses
- Utilizing assessments as mechanisms to provide support and mentoring regarding identified issues such as (writing, perfectionism, develop ability to process and build upon constructive feedback, etc.)
GOALS

Acquire greater skill and ability to participate and lead courageous conversations in teaching, research, or service.

*(Dean/Assistant Dean of DEI, Faculty Affairs)*

The committee suggests:

- Providing professional development training to nurture equitable environments.
- Including DEI activities in the annual review process
- Including DEI activities in merit criteria
Inclusion aims to ensure that everyone’s contributions, presence, and perspectives are valued and integrated into an environment. Inclusion recognizes the identities and preferences of individuals within the organization, enabling them to contribute and excel in developing collective organizational norms and objectives.

Where diversity is about numbers and quantity, inclusion focuses on building an organizational culture that celebrates and values differences, promotes positive group interactions, and cultivates welcoming individual attitudes and behaviors.
GOALS

Develop DEI tab on CSW Website
(CSW Communications Staff)
The committee suggests the following sub-tabs:
- Letter from Assistant Dean of DEI
- DEI statement*
- CSW norms*
- CSW Student Org position statements
- DEI Reporting mechanism
- Current Events
- FSU Office of Diversity and Inclusion
- Diverse student unions
- Center for Leadership and Social Change
- NASW DEI resources
- International affairs

Rename the CSW Diversity Committee (Update in by-laws)
(Faculty Affairs and Full Faculty)
The committee suggests the Diversity Committee be renamed the Diversity, Equity, and Inclusion Committee

Revise CSW Diversity Committee composition
(Faculty Affairs and Full Faculty)
- Revise Section E6a to state “the committee should be comprised of the Assistant Dean of DEI as a standing member.”
- Add Section E6c “Requiring collaboration with student DEI committee.”

Revise responsibilities of CSW Diversity Committee
(update in by-laws)
(Faculty Affairs and Full Faculty)
The committee suggests adding the following to the bylaws:
- Revise Section E6 to state “shall provide assessment on issues related to the organizational climate for diversity, equity, and inclusion within the curriculum and instruction.…"
GOALS

Establish a student DEI Committee that works in tandem with the CSW Diversity Committee
(Diversity Committee)
The committee recognizes the important role students play in our ongoing DEI efforts

Create a CSW inclusivity campaign
(Student DEI Committee w/ assistance from faculty)
The committee recognizes the need for students to be empowered as leaders in this area

Ensure that FSU CSW marketing materials include DEI content
(External Relations Coordinator)
The committee suggests:
- Emphasizing that diverse organizations are better organizations

Include land acknowledgments in written communication and oral presentations (see FSU Art History https://arthistory.fsu.edu/land-acknowledgment-about/)
(Assistant Dean of DEI, DEI committee, Student Affairs committee, Program Directors, and Faculty)
The committee suggests:
- Incorporating land acknowledgment on our website and syllabi
- Making verbal land acknowledgment during events (orientation, commencement, award ceremonies, speaker series, etc.)
GOALS

Engage in difficult dialogue regarding DEI issues  
(Diversity Committee, Assistant Dean of DEI, All Faculty and Staff)

The committee suggests:

- Engaging in in-house roundtable discussions and forums
- Hiring experts to facilitate discussions and psychodramas
- Implementing townhall meetings to encourage student dialogue about DEI experiences within the college
- Reestablishing affinity groups to create safe spaces for faculty, students, and staff

Recognize and celebrate cultural holidays on all CSW forums  
(CSW Communications, Assistant Dean of DEI)

The committee suggests utilizing cultural heritage calendar as guide.

Publicly condemn all forms of hate including racism, sexism, homophobia, transphobia, heterosexism, xenophobia, ableism, ageism, etc.  
(Dean, CSW Communications, Assistant Dean of DEI)

Faculty, staff, students, alumni, and clients are impacted by horrific societal events that require strong verbal advocacy. We cannot remain silent and must respond to these events in a timely manner.

Develop mechanism for reporting bias and discrimination at the CSW  
(Assistant Dean of DEI, FSU Office of D&I, FSU HR, Student Affairs Committee)

The committee suggests a “bias incident report” tab on the CSW DEI page to report any instances of bias (with an option to be anonymous).
GOALS

Develop mechanism for addressing bias and discrimination at the CSW
(*Assistant Dean of DEI, FSU Office of D&I, FSU HR, Student Affairs Committee*)

The committee suggests:
- Reviewing Title 9 procedures as a model for developing an accountability and resolution process.

Offer off-campus cultural educational opportunities for students, faculty, and staff
(*Diversity Committee; Student DEI Committee; Assistant Dean of DEI; Student Affairs*)

The committee suggests we visit cultural museums and historical sites to provide foundational knowledge of diverse cultural groups and experiences. For example:
- Meek-Eaton Black Archives Research Center and Museum at FAMU
- The Florida Holocaust Museum
- National Center for Civil and Human Rights
- Birmingham Civil Rights Institute

Designate gender neutral bathrooms to promote inclusivity
(*FSU Facilities, Assistant Dean of DEI*)
Inclusion
Culture and Norms

GOALS

Improve accessibility to CSW facilities

(Assistant Dean of DEI, FSU Facilities, Associate Dean for Academic Affairs, Academic Program Specialist)

The facilities in which the College of Social Work and its Centers and Institutes operate should be structured in ways that welcome people of all backgrounds and abilities. All people who enter our facilities should immediately recognize our commitment to DEI as our signage, furniture, lighting, circulation systems, and trained staff will reflect consideration for diverse abilities, physical stature, and backgrounds.

The committee suggests the following:

- Conducting an accessibility audit for all interior and exterior working spaces at the CSW/Centers and Institutes that includes an observational assessment of CSW facilities in conjunction with surveys of students, faculty, and staff to determine the usability of existing environments, account for the diversity of human experience and identify barriers that could be ameliorated with intervention.

- Establishing and training an accessibility team member and backup at each CSW site who is responsible for identifying and correcting accessibility barriers as they inadvertently occur. Examples include the covering of signage during redecoration, disruption of wayfinding routes after moving furniture, placing obstructions in transfer areas, etc. This team member is also responsible for ensuring any printed materials and navigational aids exist in variety of accessible formats.

- Ensuring all staff who encounter visitors to CSW are trained to receive individuals with varying abilities and fully understand CSW accessibility aids and equipment.

- Employing the principles of Universal Design whenever possible, especially when planning the construction, remodeling, or reorganization of any CSW physical space. CSW should model an approach to facility planning that goes beyond the basic requirements of the ADA to create an environment in which individuals with diverse abilities can fully participate without the need for additional accommodation.

- Requiring Assistant Dean of DEI Director to maintain a membership with the Association on Higher Education and Disability (AHEAD) and/or FLAHEAD to keep apprised of the latest news and trainings available on creating inclusive environments in education and employment for people with disabilities.
GOALS

Establish an engaging introduction to DEI concepts at orientation based on CSW DEI norms

(Proposed Student DEI committee, Student Orgs)
The committee strongly supports introducing students to these topics immediately upon entering the program.

Facilitate Conflict and Discomfort Discussions (lean into the discomfort) to provide exposure to and opportunities for developing knowledge of and empathy between groups

(Diversity Committee, Student Diversity Committee, Assistant Dean of DEI)

Add DEI prompts to the BSW, MSW, and PhD student admissions process

(Program Directors)
The committee suggests the following sample prompts:

- The terms, diversity, inclusion, and equity are often grouped together. Define each of these concepts and discuss how you have demonstrated your commitment to them in your life, work, or volunteer experiences.
- What does diversity, equity, and inclusion mean to you and discuss their importance for your future career as a social worker?
- Describe how you think diversity, equity, and inclusion issues are important/relevant for social workers.
- How would you describe your current thinking about diversity, equity, and inclusion? How has your thinking changed over time?

Develop a rubric for assessing responses to the DEI prompt

(Assistant Dean of DEI, Program Directors)

Establish a network for consultation and collaboration on research projects with historically excluded doctoral students

(Director of Research, Office of Research Representative, Research Committee)
GOALS

Establish a network for consultation and collaboration on research projects with historically excluded faculty
(Director of Research, Office of Research Representative, Research Committee)

Develop and implement annual inclusion survey for faculty and staff
(Assistant Dean of DEI and Diversity Committee)

Establish an engaging introduction to DEI concepts at faculty orientation based on CSW DEI norms
(Assistant Dean of DEI, Diversity Committee)

Establish an engaging introduction to DEI concepts at staff orientation based on CSW DEI norms
(Assistant Dean of DEI, Director of Finance and Administration, HR Rep)
Inclusion
Curriculum and Professional Development

GOALS

Establish ongoing DEI professional development for faculty and staff
(Assistant Dean of DEI)

Ensure curriculum accessibility
(Assistant Dean of DEI; Faculty, FSU OAS, Associate Dean of Academic Affairs)
The committee suggests:
- Mandatory universal design training for faculty and staff
- Mandatory Ally training for faculty and staff
- Establishing a policy requiring captions for all videos in Online MSW Program

Diversify and modernize our curriculum to promote inclusivity
(Assistant Dean of DEI, Academic Affairs, All faculty)
The committee suggests:
- Establishing AVENUE curriculum taskforce to infuse important DEI concepts into ALL courses to comply with EPAS 2022
- Requiring Diversity and Social Justice course for Traditional MSW students
- Incorporating question(s) relating to curricular content on diversity, equity, and inclusion in student evaluations prior to, during, and after curriculum updates.
- Hosting syllabus inclusivity workshops annually for faculty to reflect upon the inclusivity of their courses
- Offering courses specific to historically excluded populations (LGBTQ+; Communities of Color, Disability, etc.)
- Eliminating outdated instructional tools (SIMSOC, privilege walks, etc.)
- Considering how our methods for promoting change are rooted in white supremacy culture
- Enhancing our focus on how bias, discrimination, and oppression hurt marginalized communities
- Add DEI case studies to curriculum
GOALS

Provide field educators DEI education and resources  
(*Field Education Committee*)

Develop mechanism to ensure field agencies practice social work values and create policies that address when they do not.  
(*Field Director, Field Education Committee*)
  - Develop a process for ongoing review of agencies

Establish partnerships and sponsorships with diverse community partners in Tallahassee/Big Bend area  
(*Assistant Director of DEI, Program Directors, Faculty*)
The committee suggests engaging with community partners such as:

- Tallahassee Asian American Coalition
- Greater Frenchtown Revitalization Council
- South City Foundation
- North Florida Hispanic Association
- The Family Tree: LGBTQ Community Center
- Tallahassee Urban League
- Florida Governor’s Council on Indian Affairs
- Local Panhellenic Council
- Local law enforcement
- Faith community
Accountability Metrics

**CSW Indicators**

**Climate Indicators**: Conduct ongoing equity and inclusion audits of the environment among students, faculty, and staff. 

*Note: Ensure the audit includes student status (BSW, MSW, Ph.D.) as academic demands and faculty engagement differ across levels.*

- Satisfaction with the overall campus or school/college or unit climate/environment, depending on constituency
- Assessment of aspects of the general climate and DEI climate of college
- Assessment of college’s commitment to diversity, equity and inclusion
- Sense of affirmation of inclusion
- Experiences with discrimination

**Professional Development (PD) Indicators**: Ways of demonstrating commitment to and impact on DEI cultural changes

- Evaluate student, faculty, and staff attendance and participation in DEI PDs
- Include DEI items on student course evaluations
- Develop and utilize assessments of mentoring program for their impact on promotion, tenure, and, retention of historically excluded groups.

**Diversity Indicators**: Measurable ways of identifying change in the environmental composition:

- Graduate students — Demographic composition (e.g., race/ethnicity, sex), degree level (masters, doctoral, professional), graduation rates, rate of passage of Standardized and Oral/Written preliminary exams (doctoral students), recruitment, and retention
- Faculty — Collect and report demographic composition (e.g., race/ethnicity, sex) recruitment, retention, and promotion/tenure status.
- Staff — Demographic composition (e.g., race/ethnicity, sex), generation status (age cohort), recruitment, and retention

**Additional Considerations**:

- ODL offers dashboard reports that can be utilize as a mechanism for measuring climate change.
- There is also an opportunity to create DEI goals within the institutional effectiveness portal.
INTERNAL AND EXTERNAL TRANSPARENCY

Publish annual DEI report that includes

- Student, faculty, and staff diversity statistics
- Summary of DEI programs, events, and initiatives
- A.V.E.N.U.E curricular taskforce updates
- Bias reporting data
- Preliminary examination pass rates
- Matriculation demographic data
- Recommendations to address identified gaps
The committee would like to offer sincere appreciation and gratitude to the various students, faculty, staff, and alumni who contributed feedback and recommendations used to create this plan during the Fall 2020/Spring 2021 semester.

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Student Listening Session Participants

Alumni Listening Session Participants

Faculty and Staff Survey Participants

THANK YOU!

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