

Diversity Action Plan CAS Humanities 2017-2020

GOAL #1 (I: Inclusion): Create an inclusive and welcoming environment for all.

School, College, Research, or Administration Strategy 1 – Create a more welcoming, respectful and inclusive climate for all

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
1.1 Creation of diversity committees in all units of CAS Humanities, which will have representation from faculty, staff, graduate students, and undergraduate students, as appropriate.	Participation of units (goal of 100%) and reasonable regularity meetings.	Service time of participants	Heads and Dean's Office	By end of AY2016-17. Committee chairs will meet in a group with CAS deans in S17 to check in and discuss plans and expectations.
1.2 Creation of CAS diversity program awards, which will help fund ongoing or new programs that promote diversity, equity and inclusion.	Award a program from CAS Humanities annually.	\$25,000	Dean's Office	First awards in spring 2017
1.3 CAS diversity web page to collect information about efforts and achievements of faculty, staff, and students in diversity work and recognize their accomplishments, offer examples for others; include links to campus DEI resources and access to unit DEI inventories	Track number of internal and external visits to the page.	CAS financial resources to update and maintain webpage	Dean for Faculty and Operations; Director of CAS Communications	Launch in W17; update regularly
1.4 Preservation and support of CAS language study Promote language study to prospective students and UO students. Advocate for language proficiency in UO degrees.	Number of languages offered in CAS. Enrollments in languages		Div Dean HUM; CAS Lang Coord, (Cecila Enjuto-Rangel); Director of Communications	AY 16-17 and ongoing

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

Committees: Units will need to communicate membership of their Diversity Committee to the Dean’s Office by May 1, 2017. Smaller units may need to be combined. After the S17 meeting with CAS deans and Diversity Committee chairs, the Dean’s Office will establish a reporting plan, so we are kept apprised of committee efforts in units and can share good ideas and best practices with the college. Web page: CAS Diversity inventories for faculty and staff will be updated annually and made available on the CAS diversity page; this is both a tracking tool and a source for information and ideas. Grants/awards: make awards and publicize them in the media and on the web page; Language study: measure enrollment increases in language classes in response to publicity and outreach efforts; survey UO students about language study; annual report from CAS Language Coordinator

School, College, Research, or Administration Strategy 2 – Incorporate promising practices that eliminate implicit bias and combat racism as well as other forms of discrimination. Incorporate promising practices to increase equity, inclusion and inter-cultural understanding in onboarding, performance evaluations, tenure and promotion, and other unit processes and policies in ways that allow all members of the unit to thrive and succeed.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
2.1 Trainings for department heads and staff, including special sessions like our recent bystander training for department heads and office managers, shared practices sessions where heads can discuss Target of Opportunity hires, supplemental hires, etc.	At least one training per academic quarter.	Service time of participants.	Heads and Dean’s Office	Begin spring 2017
2.2 Pilot “onboarding” program for three cluster-hire departments in spring-summer 2017 to raise “cultural consciousness” and help departments welcome and mentor new faculty members from underrepresented groups	Workshops with consultant from NCFDD in S17 and F17 for all faculty and staff in cluster-hire units as part of an ongoing program to support onboarding and mentoring of junior faculty	CAS Dean will partner with Academic Affairs on a pilot program to fund the consultant visit; service time of the participants	Div Dean for HUM and Div, Dean for SS	Onboarding program begins with the consultant and workshop in S17 and will continue through AY17-18

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
Surveys for feedback, information sharing in meetings; tracking training sessions.				

GOAL #2 (D: Diversity): Increase the representation of diverse students, faculty, staff, and community partners at all levels of the university.

School, College, Research, or Administration Strategy 1 – Incorporate active recruitment strategies, processes to eliminate conscious and unconscious bias, and other promising practices to recruit diverse staff, faculty, administrators, undergraduate, and graduate students from traditionally under-represented communities.

Tactics	Target Measures	Resources to be used for this tactic	Name/title of lead personnel	Timeline
1.1 Have follow-up conversations with departments about implicit bias training effectiveness after searches.	Annual meeting with follow-up actions for recruitment in the following year	Service time of participants.	Heads and Dean's Office	First meeting in spring 2017
1.2 Require that all job candidates provide a diversity statement as part of their application materials; Encourage departments to also express preference for faculty who can advise and mentor students from underrepresented backgrounds when appropriate	Participation of units (goal of 100%)	Service time of participants.	Heads and Dean's Office	Spring 2017
1.3 Require that all units provide and follow an active recruitment plan for faculty and staff searches	Participation of units (goal of 100%)	Service time of participants	Heads and Dean's Office	Spring 2017

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

The annual spring meetings to discuss implicit bias training and search processes are accountability meetings. We will review and approve job ads for all searches to be sure that they include the diversity statement among the application materials. Again, the spring meeting to debrief on searches will be an occasion to check in about the efficacy of the statements. Active recruitment plans will be reviewed and approved prior to approval to proceed with searches.

School, College, Research or Administration Strategy 2 – Use promising practices and effective strategies to retain diverse staff, faculty, administrators, undergraduate, and graduate students from traditionally underrepresented communities.

Tactics	Target Measures	Resources to be used for this tactic	Name/title of lead personnel	Timeline
2.1 Provide full funding for the Faculty Success Program “boot camp” from the National Center for Faculty Development and Diversity for all new tenure-track junior faculty members and select mid-career faculty members	Offer to 8 HUM faculty members each year Have 75% of the qualifying faculty members complete the boot camp.	CAS financial resources	Dean for Faculty and Operations	Immediately
2.2 CAS dean diversity awards will make this goal a priority. See tactic 1.2 in Goal 1 for more details.				

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

Annual reviews and mid-term reviews of untenured faculty will provide an assessment of the impact of the Faculty Success Program on the faculty member’s work. Department heads will receive training from CAS (see Goal 1, Tactic 2.1) on mentoring underrepresented faculty and monitoring their needs for early intervention and support. Final reports will be required for the CAS Faculty Diversity grants to track success and allow us to learn from initiatives that don’t succeed.

GOAL #3 (A: Achievement): Facilitate access to achievement, success, and recognition for under-represented students, faculty, staff, and alumni.

School, College, Research, and Administration Strategy 1 – Eradicate any existing gaps in achievement between majority and under-represented students, faculty and staff in graduation rates, tenure and promotion, professional opportunities, leadership opportunities and recognition.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
1.1 NCFDD Faculty Success Program boot camps – see action 2.1 under Goal 2				
1.2 Build diverse applicant pools and hire diverse advising team for new Tykeson College and Careers building	Diversity of applicant pools and hires.	CAS Dean staff and search committee time	Dean for Faculty and Operations	Year prior to the opening of the building in 2019
1.3 Tutorial support for at-risk students in WR 121 and other WR courses taken to fulfill the University Writing Requirement, the sole universal UO bachelor's requirement	Contacting and offering tutorial support to 100% of students who are at risk based on incoming admission scores; 50-60% participation among eligible students. Retention of these students based on their success in WR courses	CAS financial resources and English Department financial resources	Director of the Center for Teaching Writing, John Gage; Assistant Director (GE PhD in ENG)	Continue to increase capacity of existing WR 121 Tutorial program in W17 and beyond.

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

FSP participation will be accounted for in candidate's statements and personnel reviews. CAS Faculty Diversity Awards will entail a final report with an evaluation of the success of the initiative. The Center for Teaching Writing will submit an annual report to the CAS Associate Dean for Humanities that provides data on students served and tracks their success in succeeding years with data from Institutional Research.

School, College, Research, and Administration Strategy 2 – Increase faculty, student, staff, and alumni participation (with special focus on groups that are currently underrepresented) in global leadership experiences, research, professional development opportunities, and scholarships (e.g. Rhodes Scholar and Marshall Scholar competitions) as well as other prestigious awards and recognitions.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
2.1 Analysis of the demographic distribution of named/endowed chairs in CAS and assignment of vacated chair to underrepresented, high-achieving faculty	% of chairs assigned to women faculty as chairs become available; % of chairs assigned to underrepresented faculty as chairs become available	CAS endowments	Dean for Faculty and Operations	Analysis of current chair holders and identification of potential chairs for assignment, S17; inclusive assignment plan to go into effect as soon as chairs become available
2.2 CAS research support for international travel	Distribute at least \$5,000 per quarter (FWSU) to TTF scholars working in international contexts	CAS discretionary funds	Dean for Faculty and Operations	Immediate

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

GOAL #4 (L: Leadership): Leadership will prioritize and incorporate diversity, equity, and inclusion in plans and actions.

School, College, Research, or Administrative Strategy 1 – Develop and promote programs that support, mentor and prepare members of underrepresented groups for leadership opportunities (i.e. department heads, directorships, deanships, vice presidencies, etc.) at the UO.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
1.1 Assess diversity of CAS leadership roles over the past decades	Level of diversity among CAS leadership roles	Dean and Dean's staff time.	Dean and Dean's staff	Summer 2017
1.2 Make diversity and inclusion a primary criterion when building pools of candidates for leadership roles in CAS from divisional deans to department and	Diversity of candidate pools; Level of diversity among CAS leadership roles	Dean and Dean's staff time.	Dean and Dean's staff	Ongoing

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
program heads to Dean's Advisory Committee members				
1.3 Begin conversations and develop ideas for creating leadership pathways in the College that would especially focus on those from underrepresented backgrounds	Number, frequency and inclusivity of conversations; Quality of implementable ideas;	Service time of participants	Dean and Dean's staff	Begin conversations with department heads in spring 2017 and continue through AY18. Implement in the subsequent years.

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

School, College, Research, or Administrative Strategy 2 – Utilize philanthropy and other resources to advance the work of diversity, equity, and inclusion in your unit and across the University.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
2.1 Identify and deploy underutilized resources from current Foundation accounts to target for diversity initiatives	Use of funds for diversity efforts; Levels of underutilized funds across CAS Foundation funds	Dean and Dean's staff time	Dean and Dean for Faculty and Operations	Assess funds in spring 2017 and deploy in the coming years
2.2 Assess how diversity and equity issues are currently embedded in development work and identify top ideas for donor "asks."	Number of diversity-related asks and funds raised	Dean and Dean's staff time	Dean and Sr. Director of Development for CAS	Assess in summer 2017 and implement Fall 2017

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

Philanthropy will be supporting activities in this plan that require financial resources. Reviews of development activities should include a section on diversity and inclusion.