Diversity and Inclusive Excellence (D&IE) Strategic Planning Initiative

ACADEMIC AFFAIRS COUNCIL
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Office of Academic Affairs and Provost
Dr. Michael Bernstein

Taskforce Co-Chairs:
Maureen Lichtveld, MD, MPH
Deborah Love, JD
Inclusive Excellence in Higher Education

Ensures diversity is included in:

- Learning
- Teaching
- Research
- Institutional Effectiveness
- Engagement: Regional & Global
# Tulane’s D&IE Planning Initiative

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<thead>
<tr>
<th>Goal 1</th>
<th>Goal 2</th>
<th>Goal 3</th>
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<tr>
<td><strong>Determine baseline assets, strengths, and challenges</strong>&lt;br&gt;Actions:&lt;br&gt;• Peer best practices, internal environmental assessment, focus groups, forces of change, demographic data, SWOT, priorities&lt;br&gt;Deliverable:&lt;br&gt;• Strategic Imperatives</td>
<td><strong>Develop university-wide strategic imperatives</strong>&lt;br&gt;Actions:&lt;br&gt;• Feasibility/frontline reality check: Schools of Law, Architecture, &amp; Technology Services, Facility Services&lt;br&gt;Deliverable:&lt;br&gt;• Strategic Imperatives, Pilot Reports, Roadmap Framework, Benchmarks &amp; Actions</td>
<td><strong>Embed D&amp;IE university-wide</strong>&lt;br&gt;Actions:&lt;br&gt;• Communication, dissemination, consultation &amp; resources for schools &amp; units university-wide&lt;br&gt;Deliverable:&lt;br&gt;• Planning Roadmap, “How To” &amp; Toolkits to foster school/unit-level implementation of D&amp;IE 2013 strategic plan</td>
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1. Sustain a diverse & inclusive Tulane Community through successful recruitment & retention of faculty, students & staff

2. Embed Diversity & Inclusive Excellence in research, teaching, & service

3. Strengthen the cultural competence of Tulane’s community

4. Examine institutional policies & practices to ensure that they sustain D&IE

5. Ensure sustained & committed leadership in D&IE
Strategic Imperative to Program/Action Example: Recruit/Retain Faculty

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<tr>
<th>Strategic Goal</th>
<th>D&amp;IE Strategic Imperatives</th>
<th>Measureable Objectives (benchmarks)</th>
<th>Approach</th>
<th>Actions/ Programs/ Best Practices</th>
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<td>Sustain a diverse and inclusive Tulane Community through successful recruitment and retention of faculty, students and staff</td>
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<td>Develop central admin fund for “free hires” and spousal hires</td>
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<td>Embed Diversity and Inclusive Excellence in research, teaching, and service</td>
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<td>Create post-doctoral fellowships with intent to retain diverse faculty as appointment</td>
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<td>Strengthen the cultural competence of Tulane's community</td>
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<td>Create job-shared positions with diverse faculty from other institutions, and/or across units</td>
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<td>Examine institutional policies and practices to ensure that they sustain D&amp;IE</td>
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<td>Offer incentives to faculty to Develop and maintain relationships with colleagues at other institutions to improve the recruitment of diverse faculty.</td>
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<td>Ensure sustained and committed Leadership in D&amp;IE</td>
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<td>Develop and support spousal and partner hiring programs</td>
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<td>Strategic Goal for diversity and inclusive excellence – comes from Tulane Strategic Plan</td>
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<td>Use Facebook to create opportunities for faculty recruiting teams/search committees to come together to talk and share techniques/information</td>
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<td>Increase faculty diversity by X over next five years.</td>
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<td>Appoint diverse faculty to leadership positions (chairs/deans/committees)</td>
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<td>Recruit diverse faculty</td>
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<td>Provide extra funding and flexibility to support professional development opportunities for diverse faculty</td>
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<td>Retain diverse faculty</td>
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<td>Create a University–wide faculty mentoring program for all faculty</td>
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Participating Units:
- School of Architecture
- School of Law
- Facilities Services
- Technology Services

Salient findings:
- Strategic imperatives are “actionable”
- Measurable benchmarks are essential to monitor progress
- Existing resources are aligned in support and new resources may be needed
- Embedding D&IE in 2013 strategic planning will sustain the investment
**Priority**: Strengthen cultural competence of School’s community *(Strategic Imperative 3)*

**Benchmark**: Diversity and cultural competence-related content will be integral to all TSA course offerings

**Actions**:
- Conduct TSA-wide curricular mapping to identify diversity and cultural competence-related content in existing courses
- Engage local communities in teaching enterprise
Priority: Recruitment and Retention of Faculty and Students (Strategic Imperative 1)

Benchmark: Increase the diversity of the Law School’s faculty and students to achieve the vibrant intellectual and experiential diversity found at the nation’s leading law schools

Actions:
- Cultivate pool of diverse candidates for “lateral” faculty appointments
- Create a TLS committee, which will include diverse alumni, to engage in strategic planning on D&IE
Facilities Services

Priority: Recruitment & retention of diverse staff (Strategic Imperative 1)

Benchmark: By May 1, 2013 succession planning will be integrated into Facilities Services’ strategic plan

Actions:  
- Use the succession plan to forecast key vacancies 
- Build succession planning into every staff development plan
Priority: Recruit and Retain Diverse Staff (Strategic Imperative 1)

Benchmark: Counter the national trend by recruiting and retaining more women and minorities in technology infrastructure.

Actions:
- Identify pipelines to recruit emerging professionals
- Establish stipend for mentorship program
- Provide a wide variety of benefits to attract and recruit highly skilled professionals, e.g. re-location fees, and partner benefits
Climate survey
Focus groups
External consultants
Special advisory committee to the dean

Proposed areas of focus based on findings:
- Global health disparities research program
- Label/market existing health disparities research
- Diversity lectureship series
- Pipeline of promising candidates ready to be tapped
- Health disparities and cultural competence addressed in the curriculum
School of Public Health and Tropical Medicine
D&IE strategic focus

Priority: Embed Diversity & Inclusive Excellence in Research, Teaching, and Service (Strategic Imperatives 2(1,3))

Benchmark: Establish a Global health disparities research anchor to embed D&IE in SPHTM’s academic mission

Actions: (building blocks)
- map existing health disparities research
- Institutionalize Diversity lectureship series
- Develop pipeline of promising candidates
- Address health disparities and cultural competence in the curriculum
Roadmap & Toolkit

Four critical phases in the D&IE planning and implementation process

How-to-Guide:

1. Comprehending D&IE
2. Planning, Benchmarking, and Assessing
3. Implementing
4. Monitoring and Measuring Progress
Toolkit: Ways to Achieve and Support Strategic Imperatives within your schools and units

Priority: Embed D&IE in Research, Teaching, and Service (Strategic Imperative 2)

Aim:

Develop courses that include and encourage learning and research on D&IE
1. Develop structure to support planning
2. Identify what is currently working
3. Capitalize on low-hanging fruit
   • Promote courses that include diversity
   • Provide incentives for faculty to incorporate diversity into their research and teaching
Diversity and Inclusive Excellence: Classroom Engagement

Three areas of focus:

• Diversity in Student Learning
• Building Critical Dialogue
• Building Cultural Competence
Next Steps

- Execute internal an external communication strategy
- Disseminate D&IE Roadmap including Toolkit to all units
- Provide consultation to units during strategic planning process
- Integrate D&IE in strategic plans university–wide
D&IE Task Force

Co-Chairs
- Maureen Lichtveld, Professor & Chair, Global Env Health Sciences/Freeport McMoRan Chair of Env Policy
- Deborah Love, Vice President for Institutional Equity

Task Force Members
- Carolyn Barber-Pierre, Assistant Vice President for Student Affairs
- Mary Brown, Vice President for Health Sciences Systems
- Katie Busby, Director of Institutional Assessment
- Gaurav Desai, Associate Professor of English
- Janet (Jancy) Hoeffel, Associate Professor of Law/Law School Vice Dean for Academic Affairs
- Christine Hoffman, Executive Director – Corporate, Foundation, Research Relations (Development)
- Sally Kenney, Professor of Political Science/Executive Director of the Newcomb College Institute
- Ana Lopez, Associate Professor of Communication/Associate Provost for Faculty Affairs
- James McGuire, Professor of Physics
- John Nonnamaker, Associate Vice President for Lavin-Bernick Center for University Life
- Carol Schlueter, Executive Director of University Publications
- Mark Vanlandingham, Professor of Global Health Systems and Development
- Sandy West, Director – Strategy, Planning, and Implementation (WFMO)