

Code	Expectation/Demand	Senior Sponsor(s)	Status: 6/2021	Updates / Outstanding Questions	Anticipated Completion Date
1 FS IA	Implement an annual, formal, anonymous supervisor feedback/evaluation process – required for all Adler supervisors that have more than two direct reports	Dona McCullough	Operationalized	Supervisor survey reports completed in conjunction with mid-year review process; reports delivered to sr. managers for disbursement. Process in place to continue the practice of surveying supervisor effectiveness every year in conjunction with mid-year review process.	Complete
2 FS IB	Incorporate concrete diversity and social justice performance goals into faculty, staff, and administration evaluations/performance reviews 1. Add documentation lines for the Adler Retreat and required diversity and inclusion trainings 2. Add a section for employee reflections on the Adler Retreat and required diversity and inclusion trainings	Dona McCullough	Operationalized	Adler's current performance evaluation process (and form) requires performance outcomes for two (2) specific dimensions: 1. Goals, and 2. Competencies. Within the Goals dimension, faculty and staff are required to incorporate now four (4)--down from six (6) based on revisions made to the Goal Setting process by T. Johnson in 2020. The four (4) newly implemented goals introduced in 2020 are: G1: Supporting Students (Graduating Socially Responsible Practitioners) Description: Socially responsible practitioners are educated to be effective personal and social change agents in the pursuit of justice, G2: Building Relationships (Community Engagement) Description: Community engagement is a collaborative partnership that strengthens communities, provides service and prepares students; G3: Living the Mission (Social Justice) Description: Social justice refers to equitable distribution of economic, political, civil, cultural, social and other resources and opportunities in society in order to promote optimal development of persons and communities, and G4: Professional Development (Social Justice) Description: Social justice refers to equitable distribution of economic, political, civil, cultural, social and other resources and opportunities in society in order to promote optimal development of persons and communities.	Complete
3 FS IC	Academic department chairs complete an Inclusive Excellence Leadership Training Series with the requirement to produce a departmental plan that demonstrates a timeline for implementing tools, strategies and activities learned during the series	Chief Academic Officers	In Process	The original proposal has been expanded. External partnerships were considered but, due to availability of external resources, an internal training is being explored, which would be facilitated by a consultant. The revised proposal will be shared with leadership of the Caucus.	1/1/2022
4 FS ID	Clarify the specific ways that the President and senior leadership will “lead differently,” as indicated in the email sent by President Crossman on June 25, 2020	Brad O'Hara Elena Quintana	In Process	This is ongoing. A document was drafted called "Leading Differently" 8/2020 to capture the intention of the effort. To enact these changes, a multi-pronged action approach of continued learning (individually and with consultants Dr. Shih and T. Johnson and within a regular circle context), accountability (legal, interpersonal, exploration of repair of harm and structures that promote accountability), and systemic shifts (including fulfilling the BCDEs) are all a part of this effort.	Ongoing
5 FS IIA	Increase the percentage of Black faculty and staff, particularly Black male faculty across all three campuses	Dona McCullough	Operationalized	This is ongoing. This item has a multi-dimensional approach and it is important to clarify roles relative to talent acquisition (recruitment). P&C has accountability to ensure position postings are clear, comprehensive and concise in addition to an accountability to ensure positions are appropriately placed to attract interested and qualified candidates. Hiring managers are responsible for selection; therefore, toward executing an action plan which meets the demand, P&C ensures financial resources are allocated to posting faculty positions in targeted locations to ensure exposure to black male candidates. Additionally, P&C has established its recruitment metrics, with one metric being its Diversity Index where a specific target goal for the % of diversity candidates per requisition.	Ongoing
6 FS IIB	Increase the Academic Affairs Black leadership on the Chicago and Vancouver Campuses	Wendy Paszkiewicz Brad O'Hara	In Process	Two open academic leadership positions in Chicago (Associate Chair and MACR Program Director) positions have been filled by man of color (MACR PD position) and a white woman (Associate Chair CIP). Associate Chair search had two viable candidates, and hired candidate was most qualified. No open administrative positions in Vancouver at this time. Academic Affairs reorganization in 21-22 may well result in changes to the organization chart that provides opportunities to hire or promote Black leaders. This will be a continued goal in the coming year.	Ongoing
7 FS IIC	Increase the personnel for the Center for Diversity and Inclusion with at least two full-time positions	Kyra Lobbins	Operationalized	Two positions hired. Cheryl R. Richardson, Director of Inclusive Teaching Excellence, Center for Diversity and Inclusion. Melissa Moore, Program Manager, Center for Diversity and Inclusion.	6/1/2021
8 FS IID	Implement processes to increase the representation of Black-owned businesses in external contracts	Elena Quintana	In Process	The policy is in place and is being positioned during vendor discussions. We need to build out the infrastructure to monitor, maintain, and enforce the policy, which will be completed after hiring a new Vice President of Finance & Operations (expected by 8/31/21). The business office will be taking this on during the Fall 2021 Term.	11/1/2021
9 FS IIE	Develop more clear disciplinary protocols and actions to address racist comments and behaviors towards Black faculty/staff	Dona McCullough Brad O'Hara Elena Quintana	In Process	This is cross-referenced with items 18, 30, and 31. A student and employee working group are collaborating to complete this item. Dona and Julie to support additional info for faculty/staff protocols.	9/1/2021

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10 FS IIF	Offer additional professional development funds for racially underrepresented faculty and staff	Dona McCullough	In Process	Part of FY 22 budget planning--allocate a specified \$\$ (pe) for use during FY 22.	6/1/2021
11 FS IIG	Designate additional library funding for Black-specific resources and materials	Wendy Paszkiewicz	Operationalized	A project update, including titles to be purchased for the multidisciplinary and psychology/counseling parts of the new collection, was sent to the Black Caucus chair on 5/26. A total of 116 titles will be added to the Library for this new collection, 100 as e-books and 16 that are available only in print. Purchasing began in early June and all e-book titles will be accessible through Adler's library catalog by June 30, print titles by early September. The collection includes both scholarly and popular titles, with the goals of providing current works of interest to Adler students and employees, titles that will provide context and support for curricular areas, and titles that support faculty and student research. Over the course of the summer, the Library will be building an online guide to the collection with the aim of having it completed and publicized to the University by the middle of the fall semester. An extra line has been added to the Library's proposed FY22 budget to allow continued purchasing for this collection.	6/30/2021
12 FS IIIA	Complete an external salary audit that analyzes the data by race and gender with the University creating a plan to adjust salaries accordingly	Dona McCullough	In Process	Market evaluation and market adjustments completed. Equity review underway.	9/1/2021
13 FS IIIB	Present results from the staff workload assessment and implement the appropriate adjustments	Dona McCullough Brad O'Hara Elena Quintana	In Process	Evaluation of survey results completed and determination made that additional assessment needed. Extensive initiative planning scheduled for FY 22.	9/1/2021
14 FS IIIC	Create a transparent promotion pathways system that clearly outlines requirements for each position level	Dona McCullough	In Process	Extensive initiative planning scheduled for FY 22.	9/1/2021
15 FS IIID	Develop formal flex-time and remote work policies	Dona McCullough	In Process	Draft policies open for review by supervisors.	9/1/2021
16 FS IVA	Implement a curriculum audit of all Adler courses for content on social justice, diversity and inclusion with the requirement that adjustments are made to the syllabi to comply with the audit results	Chief Academic Officers	In Process	The fall syllabus audit for the Online, Vancouver and Chicago campus are complete; the spring audit is nearly complete. A memo has been sent to faculty and supervisors with fall audit results for review and discussion.	8/1/2021
17 FS IVB	Design a double review process for new classes/curricula to ensure the inclusion of diversity, inclusion, social justice, etc.	Chief Academic Officers	In Process	Further work and discussion required. A social justice template has been created by the Online Campus which will serve as a good model. Initial conversation to occur at Academic Council.	9/1/2022
18 FS IVC	Create a formal system to hold students accountable for overtly racist/inappropriate conduct	Chief Academic Officers Kyra Lobbins	In Process	This is cross-referenced with items 9, 30, and 31. Dr. Johnson provided a guide which is being adapted by the student working group. Draft of new protocol for student group for review 7/2021. Various stakeholders involved in the development of policy (Michelle Dennis, Elena Quintana, Dona McCollough, Brad O'Hara, Samantha Coleman, Mary Laundry, Suzanne Milner).	9/1/2021
19 FS IVD	Restructure student course evaluations to address bias	Chief Academic Officers	In Process	A committee composed of faculty from all three campuses and a staff member from the Office of Diversity and Inclusion has met twice and identified key themes to address. Next steps involve developing a formal proposal for changes to the evaluations for presentation to Academic Council.	9/1/2021
20 FS VA	Add the requirement that faculty have some content expertise/competency in diversity, social justice, etc. in job descriptions	Chief Academic Officers Dona McCullough	Operationalized	With the introduction of new job description template by VP, P&C, job descriptions revised or created effective October 2020 now list requirements pertaining to diversity, social justice within the K/S/A section. Currently listed as a 2021 initiative is to update all Adler job descriptions no later than June 1, 2021.	Complete

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21 FS VB	Integrate diversity and social justice expectations into job application materials	Dona McCullough	In Process	Exploring way to add Diversity & Social Justice expectations into job application based on existing Ultipro capabilities.	9/1/2021
22 FS VC	Include questions related to faculty candidates' ability to practically manage classroom diversity issues	Chief Academic Officers Dona McCullough	In Process	Diversity Committee members in Chicago have a list of questions that are now asked to new employees during interview process; feedback is given to search committee through a form. This item is operationalized for Chicago faculty and administrative open positions. People and Culture will work collaboratively with Academic Affairs to establish this process for Vancouver and Online open faculty positions. Chicago D&I Committee will forward 5 recommended questions to ask each candidate for open faculty and staff positions to standardize across campuses; follow up questions can draw from full list of questions developed by diversity committees.	6/30/2021
23 FS VD	Develop a set of standard diversity and social justice questions that all departments are expected to include in their interview processes: 1. Request that chairs of the campus diversity committees develop the standard questions, derived from the institutional mission statement and the socially responsible practice document 2. Review of candidate responses to diversity questions by People & Culture and Diversity and Inclusion to provide consultation	Chief Academic Officers Dona McCullough	Operationalized	Operationalized for Chicago faculty search processes. (see above) People and Culture will work with Diversity Committee Committees to establish updated hiring practices and processes that will address this item. People and Culture (Dona McCullough) met with members of the Chicago Diversity and Inclusion Committee on 5/17/21 to discuss, clarify and plan for inclusion of D&I representatives to be involved in staff and faculty hiring process across the University.	6/30/2021
24 FS VE	Require candidates to incorporate diversity and social justice into interview question responses, presentations and job talks	Dona McCullough	In Process	VP, P&C in conjunction with CAOs are working to revise Adler's current Recruitment Guide.	9/1/2021
25 FS VIA	Establish a formal body that shall be known as the Black Caucus that will represent the interests of the Adler Black community across all three campuses	Black Caucus to consult on decision	Operationalized	Asked Caucus to supply feedback. Caucus input pending.	9/1/2021
26 FS VIB	Designate a seat on the President's Cabinet for the chairperson	President Crossman	Operationalized		Complete
27 FS VIC	Provide the chairperson a course release for the fall and spring terms to serve in this capacity	Chief Academic Officers	Operationalized		Complete
28 FS VID	Request an annual Cabinet update that the President will also include in materials to share with the Board	President Crossman	Needs Input	Further input is needed for this item. What type of information are we looking to include in a Cabinet update? Who is the audience? What is the appropriate timing for this?	8/31/2021
29 SB IA	Require faculty training to directly address racism in the classroom, including effective responses to inappropriate comments during classroom discussions and approaches to holding students accountable.	Wendy Paszkiewicz Kyra Lobbins	In Process	Training initiatives are being explored. See response to Item 9 regarding approaches to holding students accountable. 3/14/21 - Dr. Richardson to provide two trainings on 3/23/21 (one for Chicago/Online faculty, the other for Vancouver faculty) entitled "Calling Students Into Difficult Conversations". // 5/18/21 - Training Topics and program under development for 2021/2022. // 6/2021 - Conversation to explore (possibly finalize) training topics to occur at Academic Council later this month.	1/1/2022
30 SB IB	Revise the student handbook to include overtly egregious behaviors and outline disciplinary protocols and actions	Brad O'Hara	In Process	Will occur concurrent with work related to Item 9.	9/1/2021

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31 SB IC	Develop a restorative justice approach that addresses racism in student conduct, beyond a simple conversation 1. After completing the restorative justice process, students that continue to demonstrate such conduct would then move to the next step of disciplinary action and with continued conduct issues – dismissal from their program of study.	Brad O'Hara Elena Quintana	In Process	3 Steps: 1) This has been added as a potential option for people selecting it in addition to or in lieu of a legal investigation; 2) Adoption of this option can seek different venues after complaint; 3) Increasing RJ conflict mediation capacity across 3 campuses is needed. One-time funds have been given to IPSSJ to recruit individuals who may want RJ training. This will be made available to interested staff and faculty.	9/1/2021
32 SB ID	Integrate diversity and social justice throughout each course at Adler according to Adler's mission statement.	Chief Academic Officers	In Process	The Department of Educational Design and Innovation has launched a social justice pedagogy initiative within the Online Campus to begin to integrate diversity and social justice throughout each course. Step one of this initiative, which involves developing a training course which will focus on social justice theory, is underway.	9/1/2022
33 SB IIA	Hire Black faculty members for the Vancouver campus	Brad O'Hara	In Process	Open faculty positions for PsyD, Counselling Psychology, Counselling Art Therapy and Industrial & Organizational Psychology are posted. Working with People and Culture to recruit broadly to ensure diverse pools, including Black male candidates. Positions are posted to US sites, in addition to promotion to Canadian sites, to enhance reach/application pool. // 5/18/21 - Exploring possible establishment of a diversity base post-doctoral program in Vancouver for Adler Chicago graduates. //6/21 - will submit request as part of budgeting process	Ongoing
34 SB IIB	Hire Black male faculty for the Chicago and Online campuses	Wendy Paszkiewicz Michelle Dennis	In Process	Open faculty positions for PsyD - Black male applicants are within the candidate pool and are being reviewed / interviewed. May not be able to fill all PsyD open positions by end of this academic year and will need to extend search into fall 2021. One open administrative faculty position in ONL Campus for MA in Military Psychology Program Directoris posted internally and externally. ONL has a Black male interim for the MPA PD role, Eddie Gordon, who started 5/17.	7/1/2021
35 SB IIC	Increase the percentage of Black students on all three campuses, particularly males	Craig Hines Mark Branson	In Process	A multiyear diversity recruitment plan with student composition goals for each campus has been drafted. The plan is being shared with Program Chairs and final edits are being made.	9/1/2021
36 SB IID	Produce an annual report that shares recruitment plans/strategies and goals for diversifying the student body across all three campuses (Admissions)	Craig Hines Mark Branson	In Process	A multiyear diversity recruitment plan with student composition goals for each campus has been drafted. The plan is being shared with Program Chairs and final edits are being made.	9/1/2021
37 SB IIE	Develop new and creative ways to increase outreach to prospective Black students (Admissions)	Craig Hines Mark Branson	In Process	A multiyear diversity recruitment plan with student composition goals for each campus has been drafted. The plan is being shared with Program Chairs and final edits are being made.	9/1/2021
38 SB IIIA	Hire a Black Student Outreach Coordinator, reporting to the Center for Diversity and Inclusion to support the retention of Black students	Kyra Lobbins	In Process	On hold pending the hire of the new Vice President of Diversity and Inclusion.	9/30/2021
39 SB IIIB	Create a multi-disciplinary counseling center for the Chicago campus that employ Black therapists, social workers, etc. In the interim, contract with mental health agencies that have Black therapists (and therapists of color) that offer physical offices in Black geographical locations.	Wendy Paszkiewicz Brad O'Hara	In Process	Draft charge/terms of reference for Student Health & Wellness Committee has been crafted. First meeting of group to occur 3/22/21. // 4/12/21 - Subcommittee is crafting assessment questionnaire. // 5/18/21 - Dr. Lucy Jdanova has agreed to lead development and implementation of wellness questionnaire.//6/21 - First draft of questionnaire completed.	9/1/2023
40 SB IIIC	Create specific events for Black History Month that do not exclusively rely on the leadership of Black students, staff and faculty (Student Affairs)	Brad O'Hara	Operationalized	Underway. Online, Chicago and Vancouver campuses have identified and organized events for BHM that have been widely promoted. 3/14/21 - BHM events implemented; many of which were sponsored by various departments across the University.	9/1/2021

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41 SB IIID	Add courses that focus on centering Black students (i.e., classes that teach Black students how to navigate White systems as Black professionals)	Chief Academic Officers	In Process	The Chicago campus has launched two applicable courses. The Vancouver and Online Campuses are engaged in discussions regarding the development of a shared course, which would be offered through the I/O programs. Directors from programs offered through the Vancouver and Online campuses are collaborating to propose a shared course.	1/1/2022
42 SB IVA	Implement the fundraising goal that Adler's President annually raises at least enough to cover his salary and work towards establishing an endowment	President Crossman	In Process	We are investing some of the one-time funds that are available this year to bring in an Interim Chief Development Officer who will help us re-formulate responsibilities, structure, goals, and sources of funding – prior to the end of the year. We have an endowment and, in planning for the next comprehensive campaign, will be evaluating a goal for giving to the endowment.	1/1/2023
43 SB IVB	Hire a Certified Fundraising Expert to focus on raising additional funds specifically for scholarships	President Crossman	Operationalized	Adam Wilhelm of Campbell & Company joined Adler University on January 25. He will serve as Interim Chief Development Officer and will oversee a six-month process that will expand our cultivation and solicitation capacity of major donor prospects. Adam will design and execute the initial phase of a three-year fundraising strategy that will double our annual revenue from philanthropic sources. He will also create the blueprint for our next campaign, for launch in fall of 2021. Adam will also be evaluating the staff required to meet our goals – including a goal for giving to scholarships – and make recommendations by the end of the year.	Complete
44 SB IVC	Require Adler Board members to raise minimally \$15,000 annually	President Crossman	Operationalized	Board members consistently raise more than this amount annually. In FY20, 17 Board members raised \$370K and in FY21, 16 Board members will raise more than \$250K.	Complete
45 SB IVD	Offer additional scholarship funds specifically for Black students across all three campuses named after Black Canadians and Americans (i.e., Lincoln Alexander Scholarship, Viola Desmond Davis Scholarship, Marsha P. Johnson Scholarship, James Baldwin Scholarship, Breanna Taylor Scholarship, etc.). 1. These scholarships should total no less than \$50,000 annually 2. These scholarships should include one-time only and continuing scholarships 3. These scholarships should range from \$1,000 (i.e., book scholarships) to \$10,000 (i.e., tuition scholarships) 4. The final names of these scholarships should be approved in consultation with Black students, faculty and staff	Craig Hines	In Process	We have worked with the Black students in Vancouver to finalize three new scholarships that will be offered this year for Black students. There is some additional work required of the University prior to offering any race-conscious scholarships in the US. This work has begun and will likely take 6-9 months to complete. In the interim, we have worked with Black students in Chicago and Online to identify and launch additional scholarships targeting underrepresented students more broadly in the summer and fall terms.	10/1/2021
46 SB VA	Move commencement to May/June to afford students the opportunity to enter the workforce and/or expand their careers on the same cycle as their peers	Brad O'Hara	Operationalized	Results from questionnaire about preferences (spring/fall) are being compiled. The degree conferral process is currently an ongoing process and is not restricted to one time of the year. The annual commencement ceremony is not related to the degree conferral process. The Office of the Registrar performs a comprehensive audit of your entire academic record once: • a graduation application is submitted (due dates are available on the academic calendar) • all grades are posted by instructors • all other degree requirements have been fulfilled (including practicum / externship / internship; doctoral students this also includes submission and approval of uploaded final dissertation by the academic department). 3/14/21 - Analysis of results underway; CAOs to review and generate recommendation. // 4/12/21 - Data on degree conferral by term is being collected and will complement recommendation that is under development. // 5/18/21 - Survey of student preferences outlined desire to hold ceremony in fall. Data on degree conferral demonstrates that up to 70% of students complete degree requirements in term prior to Fall commencement. Ceremony to remain in Fall term (CAO recommendation).	Complete
47 SB VB	Offer the ceremony on a Saturday to allow students and family members attendance at religious services and rituals	Brad O'Hara	Operationalized	3/14/21 - Analysis of results underway; CAOs to review and generate recommendation. Facility availability also impacts final decision as to day of week when ceremony is held. 4/18/21 - Recommendation to hold Commencement on Saturday pending facility availability. Second preferred day is Sunday.	Complete

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48 SB VC	Align with a company that offers higher quality regalia to buy/rent for commencement ceremonies	Brad O'Hara	Operationalized	Long established for Vancouver campus; option will be provided for Chicago & Online graduates to purchase a higher quality regalia should they desire.	Complete
49 Preamble	Power Analysis	Ray Crossman in collaboration with the Black Caucus	Needs Input	Ray to discuss with proposed consultant, Dr. Hardy and work out specifics and timeline with the Black Caucus	TBD