



Anti-Racism & Inclusion Plan 2021 - 2022

This plan was approved by the Board of Trustees in August 2021. The plan supports and intersects with other University plans, including but not limited to the People and Culture Excellence Plan, the Student Diversity Recruitment Plan, the Board's recruitment and other ongoing efforts, and the University Strategic Plan.

Adler University will continue to address the 21 remaining of the 48 Black Community Demands and Expectations (BCDEs) that are multi-year and/or slated for completion during 2021 – 2022. Some BCDEs are noted here.

Strategies focus on recruitment & retention, climate & environment, and dismantling systemic oppression – engaging and impacting all Adler stakeholders. We acknowledge the different environments and issues impacting our three campuses.

Action Items will be further refined into SMART goals / targets by the Center for Diversity and Inclusion and university leadership. Outcomes will be monitored by the Board and its Anti-Racism and Inclusion Committee across the year, and as a multi-year Anti-Racism and Inclusion Plan is developed.

KEY TERMS

Diversity: Individual/group differences that include a broad spectrum of demographic and other variables.

Inclusion: Act of creating environments in which all individuals/groups feel welcomed, respected, supported and valued to fully participate.

Anti-Racism: Active process of identifying and eliminating racism by changing systems, organizational structures, policies, practices, and attitudes.

BIPOC: Black, Indigenous, and People of Color are at the center of this plan. This work is race explicit and not race exclusive. Adler endeavors to create an inclusive and welcoming environment for all of its stakeholders.

STRATEGY I: Recruit & Retain a Diverse Student Body & Workforce

GOALS	ACTION ITEMS
1A. Increase faculty and staff diversity	<ul style="list-style-type: none"> • Following completion of 2020 – 2021 hires, assess progress and set new BIPOC recruitment and hiring targets for faculty and staff • Continue to augment recruitment tactics to source, identify, and secure candidates from historically underrepresented groups • Implement a required, formal training for participants or key representatives on search committees/panels
1B. Increase student diversity	<ul style="list-style-type: none"> • Decrease the proportion of students reporting their ethnicity as “undeclared” in order to better understand and track diversity of students and their needs • Implement the first year of the new Student Diversity Recruitment Plan – with tactics which include testing and implementing new lead generation campaigns, offering new scholarships, reducing barriers to admission, and building a more welcoming environment – to meet increased BIPOC new incoming student targets for Fall 2022
1C. Increase racial diversity in leadership positions	<ul style="list-style-type: none"> • Continue recruitment and hiring practices for leadership candidates and hires from underrepresented groups • Develop tactics, such as a leadership program or other professional development offerings, to improve the internal pipeline for leaders from current employees from historically underrepresented groups
1D. Continue retention of racially underrepresented faculty and staff	<ul style="list-style-type: none"> • Pursue welcoming, inclusion, and belonging initiatives as described in Strategy II • Assess and address staff workload challenges (BCDE) • Offer additional professional development opportunities for racially underrepresented faculty and staff (BCDE)
1E. Continue retention of students from historically marginalized populations	<ul style="list-style-type: none"> • Hire a Black Student Outreach coordinator, reporting to the Center for Diversity and Inclusion, to support the retention of Black students (BCDE) • Offer additional scholarship funds specifically for continuing BIPOC students across all three campuses • Continue to explore student mental health needs beyond current increased provision of counseling services, including the possibility of a Counseling Center

STRATEGY II: Foster a Welcoming and Inclusive Campus Environment

GOALS	ACTION ITEMS
2A. Continue to define direction for the Center for Diversity and Inclusion	<ul style="list-style-type: none"> • Create calendar of events to celebrate Heritage Months and Commemorative Days (e.g., Trans Day of Remembrance, Indigenous People’s Day) managed by the Center for Diversity and Inclusion • Establish a pathway for affinity groups to be established for support and advocacy • Offer new opportunities for students, faculty, and staff to participate in allyship and affinity groups • Clarify and implement a programming strategy for the Center for Diversity and Inclusion • Develop communications and engagement strategies to expose more Adler stakeholders to the work of the Center
2B. Ensure faculty and staff members are competent and accustomed to addressing diversity and social justice issues	<ul style="list-style-type: none"> • Revise and better communicate required trainings for all faculty and staff • Monitor required employee participation in and reflections about diversity and social justice trainings • Enroll the University Cabinet in a new year-long DEI and anti-racism curriculum • Complete the Inclusive Excellence Leadership Training begun last year for all academic leadership (BCDE) • Revise and re-launch program for supervisors across the University to include attention to DEI issues • Add the requirement for some content expertise/competency in diversity and social justice in job descriptions (BCDE) • Ensure that all faculty and staff selection processes assess competency in diversity and social justice (BCDE)
2C. Increase the number of stakeholders experiencing a welcoming and inclusive climate, reporting affirmation of their identities, and experiencing fair treatment	<ul style="list-style-type: none"> • Assess results of May 2021 Climate Survey and develop tactics to address results (such as low response rate, discomfort with others who are different, desire to hear more from university leadership about progress) • Improve policies related to religious accommodations (i.e., how to take time off for religious services/rituals, accommodations for class assignment due dates) • Ensure that campus events are welcoming and accessible (e.g., asking and providing for dietary needs, sensory needs, closed captioning/sign interpreter needs)
2D. Increase rate at which stakeholders report inclusion of their voices in Adler’s diversity and social justice work	<ul style="list-style-type: none"> • Assess results of May 2021 Climate Survey and develop tactics to address results regarding participation and voice in institutional decision making • Ensure frequent communication from the Center for Diversity and Inclusion and university leadership to inform all stakeholders of diversity, equity, inclusion, and social justice initiatives and progress toward goals
2E. Reduce rates of witnessing or experiencing microaggressions, harassment, and discrimination among all populations	<ul style="list-style-type: none"> • Assess results of May 2021 Climate Survey and develop tactics to address results regarding microaggressions, harassment, and discrimination • Require faculty training to directly address racism in the classroom (BCDE) • Develop a restorative justice approach that addresses racism in stakeholder conduct (BCDE) • Develop more clear disciplinary protocols and actions to address racist comments and behaviors towards BIPOC students, faculty, and staff (BCDE)

STRATEGY III: Dismantle Racist & Oppressive Systems

GOALS	ACTION ITEMS
3A. Increase the number of departments with Diversity & Inclusion Plans	<ul style="list-style-type: none"> • Require all departments and offices to develop and implement their own DEI plans / goals aligned with this University Anti-Racism and Inclusion Plan
3B. Revise all academic programs, classes, pedagogy, and learning outcomes	<ul style="list-style-type: none"> • Implement next steps for Curriculum Transformation Initiative (CTI) from 3-year plan to be received from CTI Steering Team in August 2021
3C. Ensure contracts and vendor relationships reflect antiracist, social justice priorities	<ul style="list-style-type: none"> • Strengthen policy and processes to increase representation in external contracts for (1) BIPOC-owned and -managed businesses and (2) demonstrated commitment to social justice • Develop a way to report accountability / progress for representation in external contracts
3D. Ensure responses to discrimination or harassment at Adler are swift and follow a restorative justice approach	<ul style="list-style-type: none"> • Concomitant with implementation of trainings and new procedures for reporting / addressing racist acts, ensure that all stakeholders know how and where to report incidents of harassment or discrimination • Develop a way to report accountability / progress for responses to microaggressions, discrimination, and harassment
3E. Address policies and processes which differentially impact various populations	<ul style="list-style-type: none"> • Form a policy review team with representation of people from historically marginalized or underrepresented groups • Develop a process for regular review of policies to determine inequitable or differential impact • Develop a process for stakeholders wishing to make a formal request for a policy or process to be reviewed for inequitable impacts or outcomes

STRATEGY IV: Launch the work of the Board's Anti-Racism and Inclusion Committee

GOALS	ACTION ITEMS
4A. Operationalize practices for the Committee	<ul style="list-style-type: none">• Develop a process for identifying and seating committee members• Monitor progress and challenges for this plan, as well as for other DEI initiatives, across the course of the year• Provide input into the development of next year's Anti-Racism and Inclusion Plan
4B. Support the anti-racism work of the Board	<ul style="list-style-type: none">• Support each committee of the Board to develop a rubric / lens to support committee work• Help the Board to identify its needs for DEI & anti-racism training• Assist the Board in assessing the request from the Black Caucus for an institutional power analysis