Institutional Diversity, Equity, and Inclusion Strategic Planning

Charge

Diversity, Equity, and Inclusion are important values to the Emory community. How we practice these values, interweave them into the very fabric and infrastructure of the Emory enterprise will take vision, community participation and guidance, and a resolute commitment to actualize this work. This work has taken a number of iterations at Emory University including the Advisory Council on Community and Diversity (ACCD), Emory’s Commission on Racial and Social Justice (CRSJ), the Transforming Community Project (TCP), and the Committee on Class and Labor. The Office of Diversity, Equity and Inclusion has been a stalwart champion of this work as it is committed to promoting a fair, equitable and accessible campus environment for the Emory University community through collaboration with its university partners.

In August 2019, Carol E. Henderson became the Vice Provost for Diversity and Inclusion, Chief Diversity Officer, and Advisor to the President. As Emory University’s inaugural Chief Diversity Officer, Henderson will build upon the work already being done, helping Emory to realize its vision for diversity, equity, and inclusion in partnership with campus leaders, key stakeholders and organizational units.

Part of realizing this vision is to establish common ground principles and values that guide this work. Institutional definitions for diversity, equity, inclusion, and equity-mindedness were adopted by campus leadership in November 2020, as was an institutional statement for diversity. These concepts, as well Emory’s mission and motto, and a number of other resources, will frame the diversity, equity, and inclusion strategic planning process.

Charge

Seven DEI Strategic Planning Communities will serve in an advisory capacity to CDO Carol E. Henderson. These communities – Faculty; Students—Undergraduate; Students—Graduate and Professional; Staff; Post-Docs; Alumni; Community (external)—will help to create a draft of Institutional Strategic Goals for DEI that will be shared with the Emory community. These goals will allow for charting, implementing, and measuring progress towards achieving our vision for diversity, equity, and inclusion at Emory.

To develop its strategic goals, these DEI Strategic Planning Communities will:

   a) inventory what exists and has already been done for each assigned community to the best of our knowledge. Assess usefulness, effectiveness of existing programs and determine gaps;

   b) develop specific, measurable, achievable, relevant, and time specific (S.M.A.R.T) goals for achieving DEI goals in the three thematic areas listed below for each of the seven communities specified;

   c) evaluate the goals listed in the charge below; modify, expand, or deprioritize them based on conversations and solicited input from campus partners, key stakeholders, and community members from the Oxford and North Druid Hills campuses;
create DEI goals that align with Emory’s institutional mission and values, and best or promising practices in the field;

e) consider other relevant resources, experts, and archival materials that assist each community in building upon, evaluating, or strengthen goals already activated.

**Themes**

In order to make this process manageable, and to have it work in concert with other strategic planning processes ongoing in our campus community, the activities of the Strategic Planning Communities will focus on the three themes that have been consistent in the many conversations with key stakeholders and community members at Emory that occurred August-December 2019 and continue to find resonance in our community’s continuing conversations on diversity, equity, and inclusion. These themes were consistent with concerns related but not exclusive to recruiting, retention, mentoring, access, career progression, promotion and tenure, salary equity, professional development, curricular diversity and inclusion, intercultural fluency, communication, time to degree, advising, persistence to graduation. It is understood that other themes may arise that may deserve our immediate focus in this process, but these matters should be housed within the specified theme areas to allow us to begin and accomplish the work:

1. **Professional Development, Education and Awareness**—advanced learning opportunities for administrators, faculty, staff, students, both formal and informal, that utilizes various modes of engagement that enhances knowledge, proficiency, skills and effectiveness in implementing and practicing the principles and values of diversity, equity, and inclusion.

Goals to consider:

- To make available to the Emory enterprise and campus community learning opportunities that will encourage intercultural fluency around the principles of diversity, equity, and inclusion. In short, define what diversity, equity, equity-mindedness and inclusion mean and how one puts those principles into practice;
- To create opportunities for self-discovery and perspective taking that allows one to understand their communal impact on others, and to understand how their own diversity helps to shape community practices, work and learning engagement, environment and culture;
- To acknowledge that the different dimensions of diversity create a dynamic and complex campus community and enterprise that requires continuous learning, reflection, and examination of practices, policies, cross-cultural principles and institutional infrastructures so that those practices promote and ensure the common good and the success of all regardless of title, position, status or station;
- To strengthen organizational diversity competencies in ways that interrogate and remedy systemic barriers that promote inequities and/or hostile work and learning environments;
- To maintain and provide an institutional web of care for all employees, students, faculty, and staff that promotes cultural literacy in ways that collaboratively builds a community of excellence centered on the holistic well-being of others,
their dignity, traditions, histories and cultures (i.e., celebration of Affinity months and other cultural, social, institutional milestones);

• To develop a system of accountability that assesses diversity and intercultural learning opportunities and their import.

2. **Climate and Culture** reflects the collective attitudes, beliefs, behaviors, and principles of faculty, staff, students, and administrators. Culture is demonstrated in our collective community of engagement, expressed in the values of community members and the ways they interact with and among each other, felt in the sense of belonging and the true investment in the well-being of each other. It is our authentic human connection. It is the ability to thrive and bring our whole selves with us each day in order to realize our truest and highest potential as individuals and as a collective.

Goals to consider:

• to foster an inclusive, equitable, and diverse campus community that promotes intellectual engagement, learning, and working in productive and impactful ways;

• To evaluate, correct, and eradicate systemic issues, barriers, and/or practices that impede fairness, access, equity and equality embedded in institutional policies, practices, protocols, and procedures.

• To advocate for equal employment opportunity for all employees and applicants without regard to race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, veteran's status, or any other factor that is a prohibited consideration under applicable law. Discrimination and harassment are also antithetical to Emory’s values and principles of inclusion.

• Promote and advocate for the recruitment and retention of accomplished and talented faculty, staff, undergraduate, graduate and professional students, and employees from diverse backgrounds, experiences, and identities to fulfill our institutional mission to “create, preserve, teach, and apply knowledge in the service of humanity.”

3. **Accountability**—taking responsibility and action for identifying, eliminating persistence patterns of inequity that impede our ability to fulfill our institutional mission and goals for education rooted in our DEI principles and values for the Emory enterprise.

Goals to consider:

• Conducts prompt, unbiased review and adjudication of discrimination and harassment complaints;

• Ensures students, faculty, and staff learn, work, and thrive in a campus community from sex discrimination, including sexual harassment, by any university employee, other students, or a non-employee third party;

• Assure reasonable accommodation to qualified individuals with disabilities, and provide a wide variety of Equal Opportunity/Affirmative Action/Title IX/Disability educational programs and training;

• Assess, track, and trend access, and remedy, create interventions for and to:
  o Promotion/career ladders at all levels of the campus for staff and faculty
- Promotion and Tenure guidelines that capture public scholarship as a worthy evaluative category;
- to see mentoring of historically underrepresented and underserved students, first generation, and students in general as more than service but teaching as well.

**Timeline**

Each Strategic Planning Community will meet monthly starting in January-September 2021, led by two co-chairs. The VPDICDO will serve in an ex-officio capacity for each of the seven strategic communities to ensure continuity and minimize redundancy in efforts. A report from the co-chairs will be due to the VPDICDO September 30, 2021. Materials will be collated with a draft report shared with the strategic planning community members and the Emory community in November 2021 for comments. Based on comments from the community, the draft will be revised. A final draft will be submitted to the President’s Office in January 2022.