

INITIATIVE BY DOMAIN	INITIATIVE OWNER	CABINET OWNER	COLLAB UNITS
<b>DOMAIN #1: Academics. Explore how diversity, with a specific focus on race and ethnicity, can be further advanced and infused in the academic life and educational and scholarly structure.</b>			
1.1 Establish a <b>Center for the Study of Race and Ethnicity (CSRE)</b>	Jeff Rutenbeck	Jeff Rutenbeck	
1.2 Explore ways to <b>integrate and infuse diversity</b> into the curriculum (including our core), with a specific focus on race and ethnicity	TBN (Fac Senate)	Jeff Rutenbeck	
1.3 Work with key stakeholders to <b>examine the socio-political and economic contexts</b> of sexual, racial, and other forms of violence to promote a public health agenda for the University	TBN	Jeff Rutenbeck	Col Health Sci, SI2
1.4 Develop an <b>"open course,"</b> non-credit, in the fall semester, explicitly focused on race in America	TBN	Jeff Rutenbeck	
1.5 Develop and launch an <b>Inclusive Pedagogy Framework</b> with CSRE and the Center for Teaching, Learning, and Mentoring (CTLM)	Ellen Skilton	Jeff Rutenbeck	
1.6 Foster <b>community-wide engagement</b> with CSRE, the Office of Social Impact and Innovation (SI2), and the Open Expression Committee in new ways of knowing and understanding related to race and ethnicity	TBN (CSRE)	Jeff Rutenbeck	SI2, Stu Aff
1.7 <b>Diversify recruitment and retention of faculty</b> , including efforts to explore faculty fellowship lines in departments lacking diversity; Review national, local, and competitor data on salaries to identify how better to attract and retain Black faculty and staff members	Rebecca Kohn	Jeff Rutenbeck	Human Resources
1.8 Identify resources to promote a research agenda to drive <b>data-informed work to improve the experience of the Black community</b> and other marginalized community members at Arcadia	TBN	Jeff Rutenbeck	Human Res, Inst Res/Eff
1.9 Work at the academic department level to <b>build strategies</b> specifically focused on improving the Black student experience.	TBN	Jeff Rutenbeck	
<b>DOMAIN #2: Local, National, and Global Social Impact. Through the auspices of the Office of Social Impact and Innovation (SI2), pursue our work around social impact and innovation acknowledging that issues of race and conflict are present in local, national, and global contexts, and that there exists a deep interdependence and interconnectedness at every level.</b>			
2.1 <b>Support and develop students as change agents</b> who seek positive transformation locally and around the world	Alison Lalond-Wyant	Joe Sun	
2.2 Working with Civic Scholars and others, <b>develop programming to address combating white supremacy</b> and police brutality; Combating local, national, and global violence perpetrated against the Black community; and Supporting advocacy work to end systemic racism and violence, including community organizing, protest/dissent, electoral engagement, and legislative and policy changes	Alison Lalond-Wyant	Joe Sun	
<b>DOMAIN #3: Justice, Equity, Diversity, and Inclusion (JEDI). Reform systemic policies, procedures, and practices that hamper our progress in enabling Arcadia’s commitment to justice, equity, diversity, and inclusion. Implement ways to educate the community around JEDI issues, and better organize support for our Black student community.</b>			
3.1 Through a new <b>task force</b> , recommend ways to <b>improve institutional support for Black students</b> , including academic advising, career education and advising, with emphasis on those in STEM fields.	TBN	Jeff Rutenbeck	
3.2 Start a series of new <b>prevention and education efforts</b> over the course of the next academic year via the Office of Sexual and Gender-Based Violence Prevention and Education	Alison Berk	Jeff Rutenbeck	
3.3 Continue efforts to <b>diversify the Board of Trustees</b> membership, and build their cultural competency to more effectively lead	Margie Callahan	Margie Callahan	
3.4 Develop a <b>senior-level position</b> focused on local, national, and global issues of justice, equity, diversity, inclusion, civic engagement, and learning	Joe Sun	President Nair	Human Res
3.5 <b>Restructure the Presidential JEDI Commission (2.0).</b> Expand membership and representation; Expand the charge to address the contemporaneous needs of our community; Identify ways to foster a community of practice and cultural humility; Suggest a mechanism to provide leadership and accountability for the related initiatives	Joe Sun	President Nair	

<b>DOMAIN #4: Policies, Procedures, and Systems. Carefully scrutinize the University’s policies, procedures, and systems to ensure they support and advance our commitment to diversity, equity, and inclusion.</b>			
4.1 Examine policies that may be a root cause of discrimination and racism	Margie Callahan	Margie Callahan	
4.2 Change the process and structure to <b>centralize reporting of discrimination</b> , harassment, and bias incidents. Ensure that reports are addressed immediately, build meaningful sanctions to address incidents, and communicate rights and outcomes with those impacted.	Nora Nelle, Mary Sweeney	Joan Singleton	
4.3 Explore implementation of an <b>"honor code"</b> for students to review and sign to be a student leader or member of an athletic team	Andrew Goretsky, Brian Granata	Jeff Rutenbeck	
4.4 Develop a <b>Policy Advisory Group</b> to include students and alumni that will be charged to review and update policies related to bias, anti-racism, and sexual assault and harassment. Review and revise as needed the University’s Nondiscrimination and Anti-Harassment Policy	Andrew Goretsky	Margie Callahan	
4.5 Improve policies and practices related to <b>hiring and retention of staff and faculty</b> (including adjuncts), leadership development, support, compensation, faculty promotion and tenure, performance evaluations	Mary Sweeney	Joan Singleton	Aca Affairs
4.6 Enhance <b>employment exit interviews</b> through HR to review climate for faculty and staff, especially underrepresented faculty and staff, and utilize that information to address systemic issues	Mary Sweeney	Joan Singleton	Aca Affairs
4.7 Develop a <b>Strategic Employer Relations Plan</b> with specific focus on underrepresented faculty and staff	Mary Sweeney	Joan Singleton	Aca Affairs
4.8 Explore an <b>Ombudsman</b> role to enhance reporting and intervention	Joe Sun	President Nair	
4.9 Join more than 1,100 universities and colleges nationwide for a <b>standardized-test optional admissions policy</b> beginning with current high school juniors applying for the fall 2021 semester	Collene Pernicello	Rak Hall	
<b>DOMAIN #5: Training, Learning, and Development. Organize training, professional development, and educational programming for all community members on relevant topics, emphasizing racism, and anti-racist action.</b>			
5.1 Include new educational opportunities for students during <b>New Student Orientation</b> about anti-racism, sexual assault prevention, and sexual harassment prevention, both in-person and online	Heather Horowitz	Jeff Rutenbeck	
5.2 Develop <b>peer educator initiatives</b>	Heather Horowitz	Jeff Rutenbeck	
5.3 Launch and expand <b>communities of practice and action</b> for faculty, staff, and Trustees that explore individual identity, white privilege, and systemic racism through education, mentorship, and modeling behavior	TBN	Jeff Rutenbeck	
5.4 Provide a <b>digital resource hub and inventory</b> of all existing programs and services related to JEDI	Jesse Guinn	Joe Sun	
5.5 Enhance <b>diversity programs, lectures, forums, and events</b> on race and anti-black racism	TBN (CSRE)	Jeff Rutenbeck	Aca Affairs, SI2
<b>DOMAIN #6: Campus Climate and Culture. Identify ways to improve the campus’ climate and culture that ensure a supportive, respectful, and welcoming place where all persons feel they belong and where they can succeed.</b>			
6.1 Support the <b>Black Alumni Association at Arcadia University (BAAAU)</b> : Routine meetings between Executive Leadership of the University and the Black Alumni Association; Create a stronger pipeline for prospective, undergraduate, and graduate students and alumni; Develop an institutionally supported coalition for undergraduate affinity groups; Provide a graduate/senior assistant for BAAAU	Brigitte Bryant	Brigitte Bryant	
6.2 <b>Diversify staff</b> of the development and alumni engagement unit	Brigitte Bryant	Brigitte Bryant	

## Anti-Black Racism Initiatives

6.3 Establish a <b>diversity enrolment strategy</b> to recruit and matriculate a more diverse study body; Substantially increase the racial diversity of Arcadia Student Ambassadors to reflect the diversity of our student body beginning fall 2020.	Collene Pernicello	Rak Hall	
6.4 Explore staffing and other resource needs for <b>Counseling Services</b> to meet the diverse needs of our community better. More immediately, conduct a search next academic year for a position in the Counseling Center to support Black students and students of color	Amy Henning	Jeff Rutenbeck	
6.5 Identify opportunities in existing student-serving units to <b>designate positions for outreach and support</b> of students of color	Mary Sweeney	Joan Singleton	Stu Affairs, Aca Affairs
6.6 Create a <b>residential living and learning space</b> that lets students explore their multiple identities and affinities by spring 2021. Explore additional affinity- and theme-based housing communities for students	Susanne Ferrin	Jeff Rutenbeck	
6.7 Enhance support for <b>student organizations</b> dedicated to communities of color through amplified budget options, focused leadership training, and structured connections to supporting offices	Andrew Goretsky	Jeff Rutenbeck	
6.8 Seek greater participation by <b>minority-owned businesses</b> for <b>career fairs</b> ; expand career education and placement opportunities for underrepresented student populations	Marissa Deitch	Jeff Rutenbeck	
6.9 Strengthen the <b>system of shared governance</b> by the end of the 2020-21 academic year that fully includes alumni and student voices	TBN	President Nair	
6.10 Create structures and support groups for <b>underrepresented faculty and staff</b>	Hector Figueroa	Joan Singleton	Aca Affairs
6.11 Develop more <b>inclusive branding</b> for the University	Laura Baldwin, Rak Hall	Laura Baldwin	