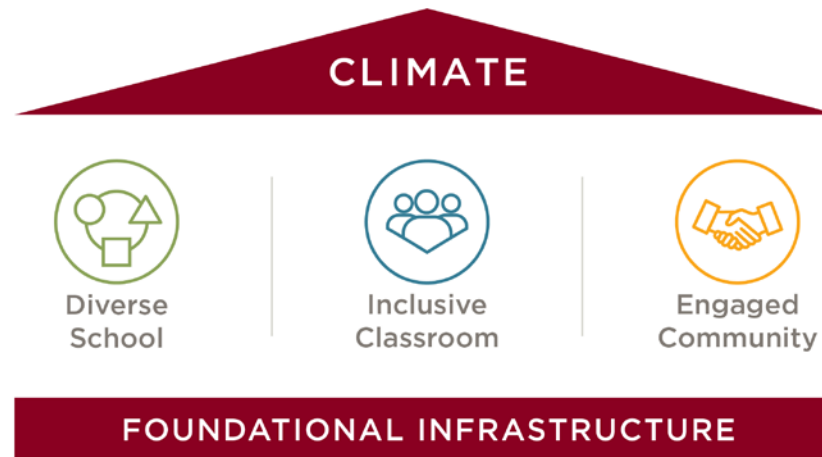# THE UNIVERSITY OF CHICAGO
Harris Public Policy

Harris D&I Roadmap
IMPLEMENTATION PLAN
Effective AY20-21

ROADMAP PHASES:

❶ Short-Term: AY19-20 - AY20-21 ❷ Mid-Term: AY20-21 - AY21-22 ❸ Ongoing: AY20-21+

IMPLEMENTATION TIMETABLE:

Updated as of August 31, 2020

FOUNDATIONAL INFRASTRUCTURE
Goal 1 – Develop shared vision and goals for diversity and inclusion at Harris and a school-wide strategy to support it

	Action Step	Responsible Unit(s)	Milestone Status	Outputs and Measurement
❶	Create a diversity and inclusion "roadmap" and communicate plan to the Harris community.	Dean's Office/D&I Office	Complete	D&I Roadmap

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❶	Develop a statement around Harris' commitment to diversity and inclusion across multiple dimensions to guide vision and inform operations across Harris.	Dean's Office/D&I Office	Complete	D&I statement
❶	Establish a link to our diversity and inclusion statement on all Harris job announcements.	HR/D&I Office	Winter 2021	D&I hiring statement (Jan 2021)
❶	Research/benchmark Harris proposed strategy against UChicago and our peers to help inform strategy.	D&I Office	Complete	Peer research
❷	Evaluate potential mechanisms to incorporate equity into Harris' commitment to diversity and inclusion.	Dean's Office/D&I Office/DIAB	Spring 2021	Recommendation

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FOUNDATIONAL INFRASTRUCTURE

Goal 2 - Make Harris more accountable for progress and ensure that that progress is communicated to the broad Harris community

	Action Step	Responsible Unit(s)	Milestone Status	Outputs and Measurement
❶	Develop tools to track progress on diversity and inclusion related activities and initiatives, such as faculty, staff, and student demographics, programming, climate, and civic engagement.	Dean's Office/D&I Office	In Progress	Dashboards
❶	Institutionalize new modes of communication (such as Town Halls, newsletters, contributions to annual Provost report), increase frequency of communication efforts, and expand D&I website.	Communications Team	In Progress – Fall 2020	Communications and events (1x min update quarterly)
❶	Make faculty hiring processes, governance, expectations, and criteria more transparent to the Harris community, including staff, and students.	Deputy Deans	In Progress	Communications and events
❶	Reconvene Dean's Diversity and Inclusion Advisory Board (DIAB), including establishing rotating membership, regular calendar, and charge.	Dean's Office/D&I Office	Fall 2020	Charge, chair selection, and goals
❸	Institutionalize a student climate survey that will occur every two years.	ASA/D&I Office	Spring 2022	Survey data
❷	Develop staffing and long-term planning for Harris Office of Diversity and Inclusion.	Dean's Office/D&I Office	Winter 2021	Staffing plan

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DIVERSE SCHOOL

Goal 1 – Increase diversity of faculty, instructors, and staff

Phase	Action Step	Responsible Unit(s)	Milestone Status	Outputs and Measurement
❷	Revisit the diversity strategy adopted in 2018-2019 academic year, including strategies to create a pipeline of pre- and post-doc fellows, taking advantage of University and outside expertise.	Deputy Deans/Faculty D&I Lead	Winter 2021/Spring 2021	Updated plan
❷	Explore external partnerships such as with other public policy schools to develop faculty and researcher pipeline.	Deputy Deans/Faculty D&I Lead/D&I Office	Winter 2021/Spring 2021	New pipeline partnerships
❶	Increase diversity along multiple dimensions among tenure track faculty, lecturers, and instructors as well as visiting professors and post-docs.	Faculty D&I Lead/ASA	Fall 2020/Fall 2021	Faculty demographics
❷	Research and evaluate internal UChicago resources available to provide assistance with our diversity and inclusion efforts.	D&I Office	Winter 2021	Resource list
❷	Recruit and retain diverse staff.	HR	Fall 2021/Spring 2022	Staff demographics

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DIVERSE SCHOOL

Goal 2 - Build a more diverse student body with a focus on domestic underrepresented minorities while continuing to include diversity across international populations

	Action Step	Responsible Unit(s)	Milestone Status	Outputs and Measurement
❸	Increase scholarship funding available to reduce financial barriers to a Harris education.	ARD/SRGO	Ongoing	Fundraising progress (scholarships and financial aid)
❸	Diversify our pool of applicants and our enrolled students.	SRGO	Ongoing	Applicant demographics Student demographics
❶	Pursue partnerships to broaden our pool of underrepresented minority students (e.g. partnerships with HBCU's, Hispanic Serving Institutions (HSI) and Public Policy and International Affairs Programs (PPIA).	SRGO	Ongoing	Partner organizations list

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INCLUSIVE CLASSROOM

Goal 1 – Design a student environment and programming that support the needs of all students

	Action Step	Responsible Unit(s)	Milestone Status	Outputs and Measurement
❶	Offer implicit bias and cultural competency training during orientation and intergroup dialogues throughout the school year.	D&I Office	Ongoing	Training participation (students)
❷	Conduct an internal audit of the student costs associated with participation in extra-curricular activities and propose options to reduce costs.	ASA	Winter 2020	Audit
❷	Amplify and broaden our mentoring program.	ASA	Winter 2020/ Spring 2021	Mentor program participation
❷	Audit student programming to augment support for all students, including underrepresented minority students, 1st generation students, students with disabilities, and LGBTQ students.	ASA/D&I Office	Spring 2021	Recommendations
❷	Work with the University of Chicago Diversity and Inclusion Design Studio on an "inclusion project" to better understand the support needed for international students.	D&I Office	Spring 2021	Launch new programming/initiatives
❷	Augment our current student feedback system and additional mechanisms for students to report concerns or grievances.	ASA/D&I Office	Fall 2021	Revised reporting system

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INCLUSIVE CLASSROOM

Goal 2 – Improve faculty teaching and engagement with students

	Action Step	Responsible Unit(s)	Milestone Status	Outputs and Measurement
❶	Provide ongoing diversity and inclusion training for faculty and lecturers on strategies for addressing implicit bias, lack of cultural sensitivity, and microaggressions.	Deputy Deans/Faculty D&I Lead/D&I Office	Ongoing	Training participation (faculty)
❶	Create a Harris-wide statement of interest for use on syllabi that speaks to diversity and inclusion.	Deputy Deans/Faculty D&I Lead/D&I Office	Fall 2020	D&I syllabus statement
❷	Provide support to faculty teaching in the Core with coordinating materials with an eye towards improving match to student backgrounds and interests, and minimizing bias.	Deputy Deans/Faculty D&I Lead/D&I Office	Ongoing	Regular meetings to discuss curricular survey questions and results
❷	Develop a diversity and inclusion virtual resource library for faculty	Faculty D&I Lead/D&I Office	Ongoing	D&I resource library
❶	Refine a recently piloted system of regular feedback from students by including appropriate questions as part of the course evaluations.	Deputy Deans/ASA/D&I Office	Partially Complete	Course evaluation responses

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INCLUSIVE CLASSROOM

Goal 3 – Diversify course offerings with a focus on social policy issues

	Action Step	Responsible Unit(s)	Milestone Status	Outputs and Measurement
❶	Create a faculty position to take lead on curriculum and faculty diversity issues.	Dean's Office	Complete	Faculty lead appointed
❷	Broaden course offerings outside the Core curriculum in areas of policy interest including international issues, gender, race, and inequality.	Faculty D&I Lead/ASA/D&I Office	Spring 2021	Non-Core elective course offerings by topic Student registration in elective course offerings by topic
❷	Increase cross-listing of courses and cross-campus teaching collaborations in areas of policy interest including international issues, gender, race, and inequality.	Faculty D&I Lead/ASA/D&I Office	Spring 2021/Winter 2022	Total number of cross-listed courses Student registration in cross-listed courses

INCLUSIVE CLASSROOM

Goal 4 – Develop diversity in content outside the classroom

	Action Step	Responsible Unit(s)	Milestone Status	Outputs and Measurement
❶	Broaden Harris topics event speaker diversity, and institutionalize D&I-specific events.	ASA/D&I Office	Ongoing	Events speaker demographics Number of D&I events RSVP and attendance rate at D&I events

❷	Improve quality and quantity of co-curricular activities that relate to diversity and inclusion and complement classroom instruction.	ASA	Ongoing	D&I climate (student experience)
❷	Create opportunities for students to engage in ongoing conversations related to issues of race and social justice from both domestic and international perspectives.	D&I Office	Fall 2020	Number and type of D&I programs
❷	Develop a diversity and inclusion virtual resource library for students.	D&I Office	Ongoing	D&I resource library

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ENGAGED COMMUNITY

Goal 1 – Foster a diverse, inclusive, and collaborative environment across Harris staff departments and all levels of management.

	Action Step	Responsible Unit(s)	Milestone Status	Outputs and Measurement
❶	Provide diversity and inclusion training for all staff including Harris senior leadership.	D&I Office	COMPLETE/On going	Training participation (staff)
❶	Enhance the community's knowledge of the process for reporting and addressing issues of discrimination, harassment, and sexual misconduct.	HR/D&I Office	Fall 2020	Annual "Lunch & Learn"
❷	Provide staff resources to deepen understanding of diversity and inclusion issues and opportunities. Develop tools to promote effective discussions of D&I issues.	D&I Office	Ongoing	D&I resource library
❷	Develop a survey capture staff input and improvement on issues related to diversity, inclusion, and Harris climate.	HR/D&I Office	Spring 2021	D&I climate (staff)

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ENGAGED COMMUNITY

Goal 2 – Recognize, reward, and support staff in their professional development efforts

	Action Step	Responsible Unit(s)	Milestone Status	Outputs and Measurement
❶	Review Harris HR practices for opportunities to incorporate recognition and rewards for staff advancing D&I best practices at Harris.	HR	COMPLETE	Update written policy and articulate frequency and process of awards
❷	Augment opportunities for developing staff career pipelines, professional development, career mentoring.	HR/D&I Office	Winter 2020	Recommendations

ENGAGED COMMUNITY

Goal 3 – Foster opportunities for the greater Harris community, including alumni, to get involved with Harris' diversity and inclusion initiatives

	Action Step	Responsible Unit(s)	Milestone Status	Outputs and Measurement
❷	Create a system to solicit regular input from the alumni community on Harris' diversity and inclusion efforts, in consultation with the Harris Council and Harris Alumni Council.	ARD/D&I Office	Spring 2021	D&I climate (alumni)
❸	Build a cohesive, virtual network to better connect underrepresented students with alumni, leveraging existing resources such as Harris Alumni Connect.	ARD	Fall 2021	Create new virtual alumni network for underrepresented affinity groups
❷	Increase outreach to underrepresented alumni regarding opportunities for lectures or speaking engagements, mentoring students, nominating alumni for awards, or attending events.	ARD/ASA/D&I Office	Winter 2021	Alumni engagement demographics

Alumni event speaker demographics |

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❷	Create a resource tool with information on mentors, alumni, and other subject matter experts within the Harris community who work in diversity and inclusion.	ARD/ASA	Fall 2021	Resource tool
❷	Increase Harris' involvement in civic engagement activities in Hyde Park and surrounding communities.	ASA/D&I Office	Spring 2021	Civic partnerships
❷	Support and engage the Alumni Council's D&I Task Force in active planning for diversity and inclusion events or initiatives.	ASD/D&I Office/Events	Ongoing	Alumni Council D&I Task Force participation