

DIVERSITY & INCLUSION PLANNING TOOLKIT



THE UNIVERSITY OF
CHICAGO

Diversity & Inclusion



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BUILDING A MORE INCLUSIVE UNIVERSITY



Diversity is defined by the full range and variety of people's experiences, opinions, values, cultures, identities, and backgrounds. It also results in a broad set of perspectives and supports rigorous inquiry. Creating a diverse campus community is hard work and requires a commitment from all members of our campus community to make us a stronger institution. Much work in this area is already underway, and activities are happening across campus.

But diversity alone is not enough: we must create an inclusive environment where all individuals feel valued and respected. On June 26, 2020, the University of Chicago's President and Provost [affirmed](#) the ongoing need to address problems of racial bias and inequities on our campus, and to strengthen our relationship with our neighboring communities. Addressing and eliminating racism and other forms of bias is essential to becoming a diverse and inclusive campus.

This toolkit was created as a resource for leaders to advance diversity and inclusion in their units. It has been updated with new strategies focused on racial bias and eliminating racism. Additional tools are available on the [Diversity & Inclusion website](#), and we welcome suggestions for new resources.

We encourage you to use the toolkit to walk through the University's four-pronged approach to diversity and inclusion planning, as detailed on the following pages.

WHY DOES DIVERSITY AND INCLUSION MATTER?

Creating a diversity and inclusion plan requires you step up and also step back.

Reflect

- What do diversity and inclusion mean to you personally?
- What motivates you to lead this work?

Learn

- Commit to ongoing learning and embrace a curiosity about historically marginalized groups' histories, perspectives, and experiences. See this [resource guide](#) with suggestions from our campus community.
- Participate in UChicago diversity and inclusion trainings.
- Engage in campus programming by subscribing to the [Diversity & Inclusion mailing list](#).

Lead

- Commit to leading your unit's diversity and inclusion planning process.
- Engage your unit in setting clear goals. Hold yourself accountable.



DEVELOPING A STRATEGIC DIVERSITY & INCLUSION PLAN

Our institution uses a four-pronged strategy for strengthening diversity and inclusion. We suggest you follow this framework as you work through this toolkit and develop a plan for your unit.

Infrastructure

- Creating the conditions and identifying the resources needed for sustained diversity and inclusion efforts

Climate

- Building a culture of full participation and high engagement where all members of our campus community feel valued and share a sense of belonging

People

- Increasing the diversity of the faculty, other academic appointees, postdoctoral researchers, student body, professional staff, and senior leadership, giving these groups the support and resources they need to succeed

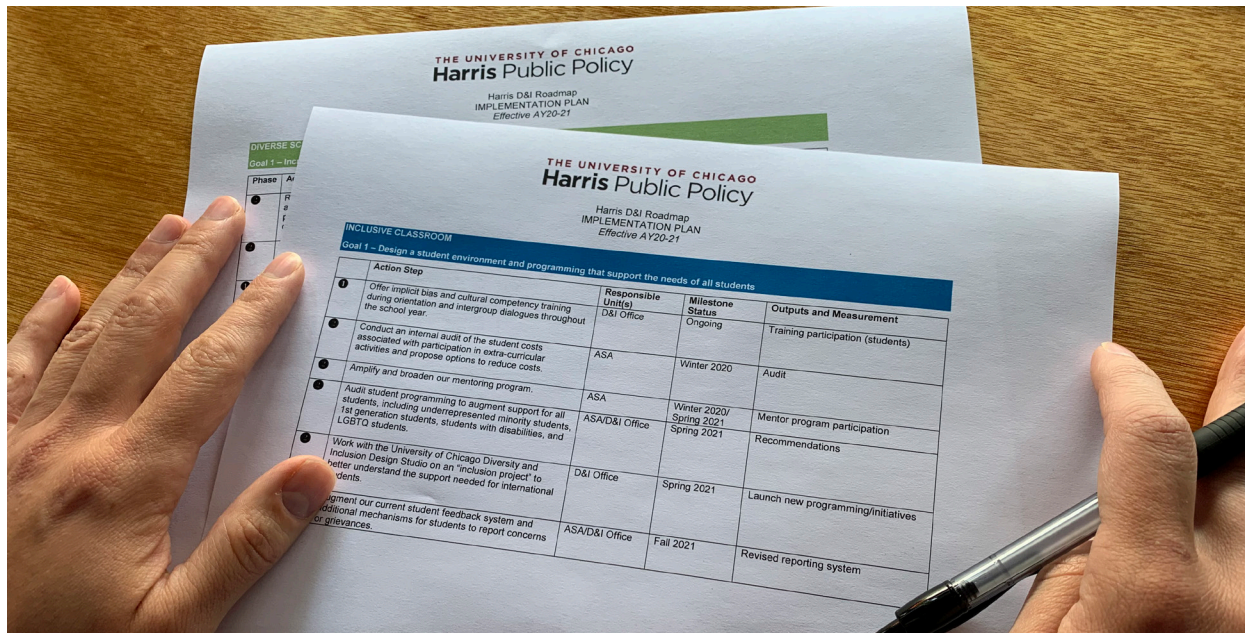
Community

- Providing opportunities for meaningful scholarly, professional, and personal engagement with our community in a spirit of partnership and collaboration



INFRASTRUCTURE

Creating the conditions and identifying the resources needed for sustained diversity and inclusion efforts.



A team of faculty, staff, and administrators from the Harris School of Public Policy built a [roadmap](#) for creating a more diverse and inclusive environment. The plan articulates clear goals, sustained action, and accountability for progress.

ACTIVITY 1: Become familiar with the UChicago Diversity & Inclusion Initiative.

Learn how diversity and inclusion efforts are organized across the University.

- [Our approach](#)
- [Key offices](#)
- [Faculty Diversity Liaisons](#)
- [2016 Climate Survey](#)
- [Sign up to receive the latest Diversity & Inclusion updates from the University.](#)

Understand the University's policies and resources for addressing complaints of discrimination, discriminatory harassment, and bias.

- [Policy on Harassment, Discrimination, and Sexual Misconduct](#)
- [Policy on Title IX Sexual Harassment](#)
- [Discrimination & Discriminatory Harassment FAQs](#)

ACTIVITY 2: Establish a diversity and inclusion team.

Identify individuals to lead your unit's diversity and inclusion planning and implementation.

- Whether you appoint an individual or create a team, make sure to seek out people who have a demonstrated commitment to addressing diversity and inclusion and the ability to effectively implement change.
- Be mindful of the additional work these people will do and take steps to offset this added effort.
- Communicate the development of this team to your full unit and describe its mission and charter.
- Ensure this team has a clear line of communication with you.

ACTIVITY 3: Create a diversity and inclusion strategic plan.

Consider the current state of your unit and identify its needs and assets. Then review the plan components—climate, people, and community—presented in this toolkit and the recommended activities, tactics, and resources under each area.

Identify the activities and specific tactics for each strategic area you will use to advance diversity and inclusion in your unit. Include additional activities and tactics that are relevant to your unit that are not presented in this toolkit. Make sure your plan includes details on creating opportunities to listen regularly to and gain feedback from the individuals in your unit who are most affected by issues of bias and exclusion.

Document activities, tactics, progress indicators, timelines, and oversight for your unit in a diversity and inclusion strategic plan.

- Download this example [Diversity & Inclusion Strategic Planning Spreadsheet](#), or create a plan in a different format that works for your unit.
- Share your completed Diversity & Inclusion plan with unit leadership (e.g., dean or vice president) for review. Unit leadership will share the final version with the Office of the Provost for review. Submit plans to Melissa Sherwin at melissasherwin@uchicago.edu.

ACTIVITY 4: Identify channels to communicate your commitment to diversity and inclusion and the steps you are taking as a unit.

Create a communications plan for your diversity and inclusion efforts.

- Open lines of communication with members of your unit. Make certain you are hearing from and listening to individuals from groups that are underrepresented within the University.
- Consider who is responsible for communication and the best channels to disseminate it: emails, websites, newsletters, social media, etc.
- Once approved, circulate your Diversity & Inclusion plan among all members of your unit and consider posting it publicly on your unit's website.
- Provide frequent updates on activities and opportunities for members of your unit to share input and ideas.



PLAN COMPONENTS

The infrastructure you create will support activities in three distinct areas: climate, people, and community. Sample activities for each of these areas appear below, and suggested steps for completing them appear on the following pages. These activities are a starting point for building your plan, which should be developed and tailored for your local environment.

CLIMATE

Build a culture of full participation and high engagement where all members of our campus community feel valued and share a sense of belonging.

- Provide opportunities for unit members to build skills.
- Explore ways to diversify your unit's curriculum and encourage instructors to practice inclusive pedagogy.
- Consider the messages you send.
- Create opportunities to learn about racial bias and find out how to help eliminate racism.

PEOPLE

Increase the diversity of the faculty, other academic appointees, postdoctoral researchers, student body, professional staff, and senior leadership, giving these groups the support and resources they need to succeed.

- Create a fair and equitable process by using best practices for recruitment and hiring.
- Dedicate effort and resources to ensure all individuals have an opportunity to thrive.
- Assess the diversity of your unit's leadership.

COMMUNITY

Provide opportunities for meaningful scholarly, professional, and personal engagement with the surrounding community in a spirit of partnership and collaboration.

- Facilitate understanding of Chicago's context and culture.
- Support local businesses.
- Engage local talent.



CLIMATE

Building a culture of full participation and high engagement where all members of our campus community feel valued and share a sense of belonging.

ACTIVITY 1: Provide opportunities for unit members to build skills.

Encourage participation in trainings offered by the University.

- [UChicago Inclusion Workshops](#)
- [Accessibility training](#)
(Equal Opportunity Programs)
- [Undocumented Student Ally Training](#)
(Center for College Student Success, Student Support Services)
- [Bias Education & Support Team \(BEST\)](#)
(training offered on a case-by-case basis)

ACTIVITY 2: Explore ways to diversify your unit's curriculum and encourage instructors to practice inclusive pedagogy.

Understand inclusive pedagogy and explore related resources.

- Conduct a curricular review within your unit, examining course content, structure, form, and assessment to determine if each component leans more toward being inclusive or exclusive. Get more information in the book [Teaching Inclusively: Resources for Course, Department, and Institutional Change in Higher Education](#).
- Use the [Inclusive Pedagogy website](#) to learn about removing classroom barriers to inclusion.
- [Participate in related workshops and consultations](#) offered by the Chicago Center for Teaching.
- Consider the role of race in the curriculum and the experience of Black people in the classroom.

ACTIVITY 3: Consider the messages you send.

Use imagery and storytelling to help create a sense of belonging. Consider whether all members of your unit and community see themselves represented. Here are some examples:

- [Out in the PSD and PME](#)
- [Maria Goeppert-Mayer Lecture Hall](#)

ACTIVITY 4: Create opportunities to learn about racial bias and find out how to help eliminate racism.

Encourage members of your unit to learn.

- Share [materials](#) recommended by members of our campus community
- Encourage people to learn more about Chicago's South Side community. (Visit [this page](#) and scroll down for a South Side reading list.)
- Start a book club or discussion group to share knowledge and perspectives.
- Consider trainings offered by groups outside of the University. Contact Tiana Pyer-Pereira at tianap@uchicago.edu for recommendations.
- Participate in programming through units such as the [Center for Identity + Inclusion](#); the [Center for the Study of Race, Politics, and Culture](#); the [Office of Civic Engagement](#); and the [Urban Health Initiative](#).
- Request support for facilitating unit-wide trainings and conversations about race and eliminating racism.



Redefining the Landscape: Women in STEM Exhibit and Speaker Series highlighted several women who are learning, teaching, and researching in the Physical Sciences Division and the Pritzker School of Molecular Engineering.

PEOPLE

Increasing the diversity of our faculty, other academic appointees, postdoctoral researchers, student body, professional staff, and senior leadership, providing these groups the support and resources they need to succeed.

ACTIVITY 1: Create a fair and equitable process by using best practices for recruitment and hiring.

Conduct a thorough and compliant search that generates a broad and diverse applicant pool of excellent candidates.

- Participate in faculty and staff [search training](#).
- Use [faculty search support materials](#).
- Seek support from [Talent Acquisition](#).

Use University recruitment resources.

- [Faculty Recruitment Innovation Fund](#)
- [Office of Dual Careers and Faculty Relocation](#)



The First-generation, Low-income, Immigrant (FLI) Network connects students, faculty, administrators, and alumni who identify as FLI (regardless of immigration status), along with allies, to the goal of creating a community of support. Various events are held each year to help FLI participants connect to one another.

ACTIVITY 2: Dedicate effort and resources to ensuring all individuals have an opportunity to thrive.

Develop retention plans for faculty, students, and staff.

- Learn about the [Faculty Development Program](#).
- Learn about [Access UChicago Now](#).
- Open lines of communication with graduate students from underrepresented groups.
- Provide regular career feedback for staff and inform people about professional development opportunities such as [LinkedIn Learning](#).
- Publicize information about the goal-setting process and performance management cycle within your unit.
- Participate in University [bridge programs](#).

ACTIVITY 3: Assess the diversity of your unit's leadership.

Ensure you are using best practices for assessment and promotion. Related resources are available in [Workday](#).

- Consider the diversity of your leadership team. If it is not diverse, then consider your recruitment and hiring practices.
- Get support from [Equal Opportunity Programs](#).

COMMUNITY

Providing opportunities for meaningful scholarly, professional, and personal engagement with our community in a spirit of partnership and collaboration.



A UChicago student from the Neighborhood Schools Program works with a student at Burke Elementary School in Washington Park.

ACTIVITY 1: Facilitate understanding of Chicago's context and culture.

Promote participation in community engagement opportunities between the University and the South Side.

- [Engaging for Greater Impact: Office of Civic Engagement Strategic Framework](#)
- [Current partnerships](#)
- [Urban Health Initiative](#)

ACTIVITY 2: Support local businesses.

Hire locally by connecting with local suppliers for general department and procurement purchases and services.

- [UChicago Local Resource Directory](#)
- [Welcome to Hyde Park](#)
- [Shop in Place Chicago](#)
- [Office of Business Diversity](#)
- Develop local procurement goals for your unit, working with Procurement and the Office of Civic Engagement.

ACTIVITY 3: Engage local talent.

Partner with local workforce agencies to engage qualified candidates and promote employment at the University.

- [Chicago Urban League](#)
- [One On One](#)
- [We Hire Heroes](#) (Chicago job board)
- Participate in local job fairs.

FINAL THOUGHTS



Diversity and inclusion are fundamental to our excellence. While we have made progress, there is still much work to do. This toolkit is a starting point. It is not all-encompassing, and units are encouraged to adapt and expand their strategic plans. Additional information, including more tools and resources, is available on the [Diversity & Inclusion website](#).

Diversity and inclusion initiatives are difficult work but can lead to transformation. As you make progress, know that the University has a wide array of resources and people available to assist you. Contact the [Diversity & Inclusion leadership team](#) with questions, for more information, or to share ideas and request feedback. Thank you.



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Last updated April 21, 2021