



Appendix A

Pathways to Diversity and Inclusion

Action Summary and Implementation Framework

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Summary of Actions and Implementation Framework

The following summary tables for *Pathways to Diversity and Inclusion* outline each action area and identify the responsible unit(s) for implementation.

PEOPLE	Responsible Unit
Double the number of faculty from historically underrepresented groups by 2022 and cultivate diversity in the staff	
<ul style="list-style-type: none"> Require departments to submit a plan for diversification and inclusion before authorization of faculty hiring 	Office of the Provost, Office of Institutional Diversity and Inclusion
<ul style="list-style-type: none"> Create endowed professorships for researchers on issues of diversity, social justice, power, and privilege 	Office of the Provost, Office of the Dean of the Faculty
<ul style="list-style-type: none"> Connect with diverse early-career scholars 	Office of Institutional Diversity and Inclusion
<ul style="list-style-type: none"> Create a pipeline from postdocs to faculty with Presidential Diversity Postdoctoral Fellowship Program 	Office of Institutional Diversity and Inclusion, Office of the Dean of the Faculty, Office of the Dean of Public Health, Office of the Dean of Biology and Medicine
<ul style="list-style-type: none"> Engage in cluster hiring 	Office of the Dean of the Faculty
<ul style="list-style-type: none"> Revitalize the Target of Opportunity Program 	Office of the Dean of the Faculty, Office of the Dean of Biology and Medicine, Office of the Dean of Public Health
<ul style="list-style-type: none"> Launch a Diversity Visiting Scholars program 	Office of Institutional Diversity and Inclusion, Office of the Dean of the Faculty
<ul style="list-style-type: none"> Invest in faculty mentoring inside and outside departments 	Office of Institutional Diversity and Inclusion
<ul style="list-style-type: none"> Create Faculty of Color Network to increase success among diverse faculty 	Office of Institutional Diversity and Inclusion
<ul style="list-style-type: none"> Institute professional development training for members of the Tenure, Promotions, and Appointments Committee (TPAC) 	Office of the Provost, Office of the Dean of the Faculty
<ul style="list-style-type: none"> Increase representation of historically underrepresented groups among the Warren Alpert Medical School’s clinical faculty 	Warren Alpert Medical School
Develop a diverse graduate and medical school student body, with the goal of doubling the number of graduate students from historically underrepresented groups by 2022.	
<ul style="list-style-type: none"> Create 25 new graduate fellowships over the next five years 	Graduate School
<ul style="list-style-type: none"> Expand programs like Initiative to Maximize Student Development (IMSD) to other departments 	Office of the Provost, Graduate School

	Responsible Unit cont.
• Create new research opportunities for aspiring Ph.D. students	Office of Institutional Diversity and Inclusion
• Expand residential summer programs for aspiring Ph.D. students	Office of Institutional Diversity and Inclusion
• Increase diversity in the Warren Alpert Medical School and affiliated residency programs	Warren Alpert Medical School
• Hire new deans for diversity initiatives in the Graduate School and Warren Alpert Medical School	Graduate School, Warren Alpert Medical School, School of Professional Studies
Enhance our efforts to develop diversity among our undergraduates with a specific focus on African American/Black, Latinx, Native American, Southeast Asian, Pacific Islander, first-generation, low-income, and undocumented students	
• Expand partnerships with community organizations that promote opportunities for high school students of color	Admissions Office
• Expand resources for A Day on College Hill (ADOCH)	Admissions Office
• Expand enrollment, financial aid, and programming for diversity in Summer@Brown	School of Professional Studies
Promote hiring practices, professional development, and mentorship programs that will increase the diversity of staff and further the careers of staff and administrators, especially from historically underrepresented groups	
• Establish a working group identify ways to improve communication around hiring practices and professional development	Human Resources
• Improve communication with hiring managers regarding Brown's Affirmative Action Plans	Human Resources
• Develop a pipeline of diverse temporary employees from the local community	Human Resources
• Expand the staff mentoring program	Human Resources
• Expand the Leadership Certification Program	Human Resources
• Pilot an Administrative Fellows Program	Office of Institutional Diversity and Inclusion, Human Resources
ACADEMIC EXCELLENCE	
• Enhance support for the Center for the Study of Race and Ethnicity in America (CSREA) and the Center for the Study of Slavery and Justice (CSSJ)	Office of the Provost, Office of the Dean of Faculty
• Relocate CSREA	Office of the Provost
• Launch a new Native American and Indigenous Peoples Initiative	Office of the Provost
• Incorporate issues of race, ethnicity, and identify into the integrative themes in the <i>Building on Distinction</i> strategic plan	Academic leaders of the integrative themes

	Responsible Unit cont.
• Assess requests for faculty hiring in departments that demonstrate growing teaching demands	Office of the Provost, Office of the Dean of the Faculty
• Support efforts of other research centers to devote attention to race, ethnicity, and immigration	Office of the Provost, Office of the Dean of the Faculty
• Create seed funds for programming on race and ethnicity	Office of institutional Diversity and Inclusion
CURRICULUM	
• Expand programs to catalyze achievement among students of color in the sciences	Office of the Dean of the College
• Double the number of first-year and sophomore seminars related to issues of power, privilege, inequality, and social justice	Office of the Dean of the College
• Expand BrownConnect and Undergraduate Teaching and Research Awards (UTRAs)	Office of the Dean of the College
• Establish a committee to implement curriculum reform	Office of the Dean of the College
• Provide seed funding for critical scholarship and course development	Office of Institutional Diversity and Inclusion
COMMUNITY	
• Establish a center for first-generation college students	Office of the Dean of the College, Office of the Vice President for Campus Life and Student Services
• Provide adequate levels of culturally competent, licensed, and confidential counseling services	Counseling and Psychological Services
• Eliminate the seven-session limit by the 2017-18 academic year	Counseling and Psychological Services
• Support critical living and learning expenses for low-income students	Office of the Vice President for Campus Life and Student Services, Dean of the College
• Expand support for student support centers (Brown Center for Students of Color, the LGBTQ Center and the Sarah Doyle Women’s Center)	Office of the Vice President for Campus Life and Student Services
• Expand mentoring programs	Office of Alumni Relations
• Develop and run professional development workshops on race, sexual orientation, and gender identity	Office of Institutional Diversity and Inclusion, Dean of the Faculty, Human Resources, Office of the Provost
• Focus on training for the Department of Public Safety	Public Safety Oversight Board, Office of Institutional Diversity and Inclusion

	Responsible Unit cont.
• Strengthen departmental-level mentoring programs through a Diversity and Inclusion Collective	Office of Institutional Diversity and Inclusion
• Promote the University's positive impact on Providence	Office of Government Relations and Community Affairs
• Convene a working group to evaluate and report on Brown's contributions to Providence and Rhode Island	Office of Government Relations and Community Affairs
KNOWLEDGE	
• Improve data collection, defining and identifying members of historically underrepresented groups (HUGs)	Office of Institutional Research
• Conduct a university-wide campus climate study	Office of the Provost, Human Resources, Office of Institutional Research
ACCOUNTABILITY	
• Feature the findings of the Slavery and Justice Report on the University website	Office of University Communications, Office of Institutional Diversity and Inclusion
• Review Title VI Oversight and improve Title VI communications	Office of Institutional Diversity and Inclusion
• Create departmental plans for diversity and inclusion	Office of the Provost, Office of Institutional Diversity and Inclusion
• Incorporate progress on diversity in external reviews	Office of the Provost
• Strengthen and streamline oversight of diversity and inclusion initiatives	Corporation of Brown University, Office of the President, Office of Institutional Diversity and Inclusion
• Expand resources for OIDI to hire new staff member	Office of Institutional Diversity and Inclusion