

Draft Implementation Strategy for the Recommendations of the Joint Task Force

Office of Diversity & Inclusion (ODI)

The Joint President/Senate Task Force on Inclusion and Respect (hereafter *Joint Task Force*) at the University of Maryland issued their report on March 30, 2018 and President Loh approved the report on May 2, 2018. The Joint Task Force recommendations are found on pages 24-30 of their report (see attached). Most frequently, they name ODI as the unit responsible and accountable to carry out their recommendations. They also called upon ODI to develop a phased implementation plan and to track its progress online (p. 30).

The first section lists the immediate and near-term actions ODI will take to address each of the recommendations in the report. The second section outlines the resources required for the first phase of implementation. Additional phases will be needed and will require additional resources not listed in this document. The third section indicates the person or unit responsible for oversight of each action step and who will be stewards of the additional resources outlined in section two.

Actions for Each Category

I. Values Statement

- ODI will reference and incorporate the Values of the University on its website and throughout all of its materials as it updates existing programs, develops new programs, and collaborates with campus partners.

II. Prevention & Education

- ODI will establish an Equity, Diversity, and Inclusion (EDI) Working Group by inviting campus units named in the Joint Task Force Report and by inviting other faculty, staff, and students to participate.
- The EDI Working Group will begin to develop an overarching conceptual framework for the recommended comprehensive, campus-wide prevention and education initiative, and identify existing programming and other resources that focus on the issues outlined by the Joint Task Force. Once the conceptual framework has been developed, and existing resources have been identified, the EDI Working Group will determine gaps that need to be addressed and develop strategies to fill those gaps.
- ODI will provide leadership and expertise in the execution of the prevention and education initiative and will design programs to ensure that there are sufficient EDI learning and experiential opportunities for all to participate multiple times during their time at UMD (especially students).
- ODI will continue to advance ongoing efforts to employ its expertise and leadership for the creation of a campus-wide Difficult Dialogues Program for students, faculty, and staff.
- ODI will pursue resources to maintain and enhance existing levels of co-sponsorships related to programming and other EDI efforts on campus.

III. Hate/Bias Response

- The ODI Program Manager for Hate/Bias Response will provide leadership for the Hate/Bias Response Team, comprised of the primary units responsible for hate/bias reporting and response.

- The Program Manager will provide appropriate levels of transparency for all phases of response to campus hate/bias incidents. Transparency will include an online log.
- The Program Manager will identify and train personnel in specific entry points (units) where individuals may disclose hate/bias incidents before engaging with the formal reporting mechanisms.

IV. Centralization

- The Chief Diversity Officer (CDO) is broadly responsible for EDI leadership on campus. The CDO will work to enhance expertise, accountability, effectiveness, scope, and impact of all EDI programming and activities on campus.
- ODI will lead a campus-wide discussion on the appropriate balance of centralization versus decentralization of EDI activities, with a focus on enhanced expertise, effectiveness, scope, and impact.
- ODI will maintain a website that acts as a central resource for information for all campus EDI efforts.
- ODI will survey campus EDI assets annually to ensure the information is up to date.

V. Communication

- ODI will collaborate with Strategic Communications in the development of a comprehensive communication strategy for EDI that provides timely information on all aspects of campus EDI efforts.
- ODI will support the University's leadership in communicating our values. In particular, ODI will support leadership when our values are challenged on campus and when there is a campus impact from challenges to our values in a national context.

VI. Evaluation & Assessment

- ODI will provide leadership, expertise, and technical assistance to units for the meaningful evaluation and assessment of their EDI efforts to increase accountability for effectiveness, scope, and impact.
- ODI will assess and evaluate its own programming and the programming it co-sponsors or otherwise supports, with a focus on enhanced expertise, effectiveness, scope, and impact.
- ODI will conduct biennial climate studies including surveys that utilize optimal standards of practice.

VII. Freedom of Speech & Freedom of Expression

- ODI supports the Statement on Free Speech Values, and simultaneously works to elevate the speech of those who have been historically marginalized.

VIII. Current Policies & Guidelines

- Whenever appropriate and called upon, ODI will provide the expertise of its personnel in the modification of existing policies and guidelines.

IX. Resources & Implementation

- ODI will clearly and transparently identify and seek the resources needed to implement the recommendations of the Joint Task Force.
- ODI will develop a phased implementation plan and annually report on its progress.

Additional Resources to Realize Phase 1 (FY19)

The implementation of the Joint Task Force recommendations will require new funding for ODI in FY19 above and beyond funding received for FY18. Resources needed to realize phase 1 of implementation are **\$447,540** and **1,500 square feet** of additional space. This includes 5 new positions with \$337,000 in salaries, \$79,320 in operating funds, and \$31,220 in start-up expenses for new employees. It also includes 5 additional offices and a multipurpose meeting space. Details for these resources are below. Page numbers reference the location of specific recommendations found in the Report of the Joint Task Force.

Additional phases will be needed for full implementation, along with additional resources.

Diversity Training and Education (DTE)

DTE will need two new positions. First, an Assistant Director will support the Director of DTE with existing responsibilities and with new responsibilities for assembling and leading the EDI Working Group in the development of a campus-wide prevention and education initiative. They will also support the expanded training that will come from the initial work of the EDI Working Group (page 25).

Second, a Senior Training Specialist will be needed in support of existing training currently provided by the Director and two Graduate Assistants (pages 25-26) and by providing the expanded training that will come from the initial work of the EDI Working Group (page 25).

Resources for DTE to realize phase 1 of implementation are **\$153,216** and **240 square feet** of additional space. This includes 2 new positions with \$135,000 in salaries, \$5,728 in operating funds, \$12,488 in start-up expenses for new employees, and two new offices.

Diversity Training and Education	Salary	Operating ¹	Start-up costs ²	Space (sq ft)
Assistant Director	\$70,000.00	\$2,864.00	\$6,244.00	120
Senior Training Specialist	\$65,000.00	\$2,864.00	\$6,244.00	120
DTE Total	\$135,000.00	\$5,728.00	\$12,488.00	240

Office of Diversity & Inclusion (ODI)

ODI will need to fill three positions beginning with a Senior Research Associate. The Associate will work with the CDO and the Special Assistant to the CDO for all phases of evaluation and assessment as recommended by the Joint Task Force (pages 27-28).

A Web Administrator will work with the Special Assistant in creating and maintaining a web site that acts as a central resource of information for all campus EDI efforts (page 26). They will also work with the Program

¹ Operating costs for employees comprise additional annual ongoing expenses needed to support the new employee. It includes telephones, professional development, incidentals, etc.

² Start-up costs are approximately \$6,255 for each new hire and includes new computers, new office furniture, new phone activation, etc.

Manager for Hate/Bias Response in the provision of appropriate levels of transparency for all phases of response to campus hate/bias incidents especially an online log (pages 26-27).

A Coordinator will provide administrative support for the Program Manager for Hate/Bias Response (.5 FTE) including scheduling, reporting, organizing, etc. (page 26). They will also work with the Special Assistant as a Campus Event Liaison (.5 FTE) by communicating, tracking, and coordinating events across campus related to EDI (page 26).

To address the Joint Task Force recommendation to “enable students, faculty, and staff groups to create and sponsor diversity-related events,” ODI will need additional operating funds of \$65,000 (page 26.) A multipurpose meeting space is needed for the gathering of communities who have experienced hate or bias, for EDI programming (pages 25-26), for the provision of professional development of campus employees (page 25), and for student-led initiatives (page 26).

Office of Diversity & Inclusion	Salary	Operating	Start-up	Space (sq ft)
Sr. Research Associate	\$87,000.00	\$2,864.00	\$6,244.00	120
Web Administrator	\$65,000.00	\$2,864.00	\$6,244.00	120
Coordinator	\$50,000.00	\$2,864.00	\$6,244.00	120
Enhanced co-sponsorships		\$65,000.00		
Multipurpose meeting space	-	-	-	900
ODI Total	\$202,000.00	\$73,592.00	\$18,732.00	1,260

Resources for ODI to realize phase 1 of implementation are **\$294,325** and **1,260 square feet** of additional space. This includes 3 new positions with \$202,000 in salaries, \$73,592 in operating funds, and \$12,488 in start-up expenses for new employees.

Responsible Individuals for Actions

The action steps below closely track with the items found in the first section. They are now arranged by the individual (or unit) within ODI who will be responsible for oversight of implementation. These individuals will be stewards of the resources needed for full implementation as outlined in the previous section.

Chief Diversity Officer (CDO)

- The CDO is broadly responsible for EDI leadership on campus. The CDO will work to enhance expertise, accountability, effectiveness, scope, and impact of all EDI programming and activities on campus.
- ODI will lead a campus-wide discussion on the appropriate balance of centralization versus decentralization of EDI activities, with a focus on enhanced expertise, effectiveness, scope, and impact.
- ODI will continue to advance ongoing efforts to employ its expertise and leadership for the creation of a campus-wide Difficult Dialogues Program for students, faculty, and staff.
- ODI will support the University's leadership in communicating our values. In particular, ODI will support leadership when our values are challenged on campus and when there is a campus impact from challenges to our values in a national context.
- ODI will conduct biennial climate studies including surveys that utilize optimal standards of practice.
- Whenever appropriate and called upon, ODI will provide the expertise of its personnel in the modification of existing policies and guidelines.
- ODI will clearly and transparently identify and seek the resources needed to implement the recommendations of the Joint Task Force.
- ODI will develop a phased implementation plan and annually report on its progress.

Special Assistant to the Chief Diversity Officer

- ODI will pursue resources to maintain and enhance existing levels of co-sponsorships related to programming and other EDI efforts on campus.
- ODI will maintain a website that acts as a central resource for information for all campus EDI efforts.
- ODI will survey campus EDI assets annually to ensure the information is up to date.
- ODI will collaborate with Strategic Communications in the development of a comprehensive communication strategy for EDI that provides timely information on all aspects of campus EDI efforts.
- ODI will provide leadership, expertise, and technical assistance to units for the meaningful evaluation and assessment of their EDI efforts to increase accountability for effectiveness, scope, and impact.
- ODI will assess and evaluate its own programming and the programming it co-sponsors or otherwise supports, with a focus on enhanced expertise, effectiveness, scope, and impact.

Director, Diversity Training and Education

- ODI will reference and incorporate the Values of the University on its website and throughout all of its materials as it updates existing programs, develops new programs, and collaborates with campus partners.
- ODI will establish an Equity, Diversity, and Inclusion (EDI) Working Group by inviting participants from campus units named in the Joint Task Force Report along with other faculty, staff, and students.

- The EDI Working Group will begin to develop an overarching conceptual framework for the recommended comprehensive, campus-wide prevention and education initiative, and identify existing programming and other resources that focus on the issues outlined by the Joint Task Force. Once the conceptual framework has been developed, and existing resources have been identified, the EDI Working Group will determine gaps that need to be addressed and develop strategies to fill those gaps.
- ODI will provide leadership and expertise in the execution of the prevention and education initiative and will design programs to ensure that there are sufficient EDI learning and experiential opportunities for all to participate multiple times during their time at UMD (especially students).

Program Manager for Hate/Bias Response

- The ODI Program Manager for Hate/Bias Response will provide leadership for the Hate/Bias Response Team, comprised of the primary units responsible for hate/bias reporting and response.
- The Program Manager will provide appropriate levels of transparency for all phases of response to campus hate/bias incidents. Transparency will include an online log.
- The Program Manager will identify and train personnel in specific entry points (units) where individuals may disclose hate/bias incidents before engaging with the formal reporting mechanisms.

LGBT Equity Center and Nyumburu Cultural Center

- The Centers will become specific entry points (units) where individuals may disclose hate/bias incidents before engaging with the formal reporting mechanisms.
- The Centers will elevate the speech of those who have traditionally been marginalized.