Faculty Diversity, Equity, and Inclusion, Strategic Plan

4-YEAR STRATEGIC PLAN | MAY 01, 2020

EXECUTIVE SUMMARY

As part of the academic mission of The University of Texas at Austin, we are committed to recruiting, employing, and supporting highly-qualified faculty members with a wide range of backgrounds, ideas, and viewpoints. The institution embraces diversity, equity, and inclusion in many forms. We are committed to the principle that individuals of all races and ethnicities, ancestries, religions, sexual orientations, gender identities and expressions, ability, and socioeconomic, marital, parental, or veteran statuses be equitably included and enjoy equal opportunities. This is critical for education, employment, advancement, recognition, compensation, and satisfaction of all individuals in our communities. Accordingly, we endeavor to pursue excellence in our mission to create a diverse, equitable, and inclusive “University of the First Class.”

Faculty diversity at UT Austin benefits our educational and instructional experiences and strengthens our excellence in research, scholarship, and creativity. As a university with a documented history of denying equitable inclusion to qualified individuals, UT Austin recognizes the profound benefits of creating an inclusive environment in which students can learn from diverse faculty members and those communities can productively interact.

This strategic plan lays out a number of objectives and prioritized actions to be taken by our colleges, schools and units (CSUs) over the next four years to meet these goals for faculty diversity, equity, and inclusion.

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The University published its Diversity and Inclusion Action Plan (UDIAP) in 2017. It claims to be a blueprint for optimal future diversity and inclusion. In 2019, it remains the only comprehensive presentation of the university's plans and goals with regard to diversity. The proposed strategic plan for enhanced faculty diversity uses the UDIAP as a point of departure. As such, each of its proposed areas of activity references particular mandates in the UDIAP. The plan presented here is also informed by the recommendations made to the Provo, the Council for Racial and Ethnic Equity and Diversity in Spring, 2019.
Acknowledgments

The Office of the Executive Vice President and Provost would like to thank and acknowledge the contributions, research, and commitment from a number of units and partners. Their work has ensured that throughout this strategic plan we remain focused on including groups and identities that have historically been excluded and underrepresented. The issues and concerns these groups have raised are real and warrant open acknowledgment and our collective commitment to address them. The university is deeply grateful for their continuous attention to the critical details and nuances needed to provide a truly comprehensive and inclusive strategic plan that addresses the inequities they have helped bring to light.

• Council for Racial and Ethnic Equity and Diversity
• University Faculty Gender Equity Council
• Council for LGBTQ+ Access, Equity and Inclusion
• Independent Equity Council
• Student Advisory Committee for Diversity
• College, School and Unit Diversity Officers
Strategic Objectives

**OBJECTIVE 1: ATTRACT, RECRUIT, AND EMPLOY A DIVERSE FACULTY**

The primary objective of the strategic plan is to attract, recruit, and employ a diverse faculty. Despite years of endeavor in this area, UT Austin’s faculty body is not as diverse as its own undergraduate student body, or the population of the state we serve.

**OBJECTIVE 2: RETAIN, DEVELOP, AND PROMOTE A DIVERSE FACULTY**

A closely related objective is to retain, develop, and promote the wellbeing and professional advancement of our faculty members who are already here, particularly those from populations previously under-represented at UT Austin and whose persistence and advancement has historically been obstructed. Diverse faculty members are in high demand across the nation and face unique challenges. The diversity plan must recognize that it is not enough to simply hire diverse faculty members. It is equally important to retain and promote them.

**OBJECTIVE 3: ESTABLISH AN EQUITABLE AND INCLUSIVE CLIMATE**

UT Austin is a premier institution of higher education that recognizes the benefits of diversity, equity, and inclusion in which difference stimulates and generates excellence. Such excellence in faculty diversity is only sustainable if every individual and their differences are welcomed, respected, and treated equitably.

**OBJECTIVE 4: SUPPORT INNOVATIVE AND DIVERSE SCHOLARSHIP, TEACHING, AND SERVICE**

UT Austin recognizes that the imperative of faculty diversity is not the mere presence of different identities, but the different knowledges, positionalities, and experiences they encompass. Hence, the benefits of faculty diversity are realized if the multiplicity of perspectives and scholarship that faculty bring to the campus are embraced, supported, and rewarded. Public recognition of the diversity of our faculty and the embrace of diverse scholarship, teaching, and service enhances the reputation of UT Austin as an inclusive institution of intellectual excellence and scholarly innovation.
OBJECTIVE 1

Attract, Recruit, and Employ a Diverse Faculty

The primary objective of the strategic plan is to attract, recruit, and employ a diverse faculty. Despite years of endeavor in this area, UT Austin’s faculty body is not as diverse as its own undergraduate student body, or the population of the state we serve.

PRIORITY 1

Establish and implement procedural norms and policies that represent best practices for faculty hiring at the university and enhance institutional diversity, equity and inclusion. In this manner, we will strengthen regular faculty hiring processes by increasing the yields of diverse faculty through refinements in our hiring processes. Our goal at the end of the four-year plan is for all faculty searches to comply with these policies. (UDIAP 1.3, 4.1)

PRIORITY 2

Implement centrally-funded special faculty hiring programs with diversity as principle or important criterion. (UDIAP 4.1)
## Overview

### Objective 1 Attract, Recruit, and Employ a Diverse Faculty

#### PRIORITY 1

Establish and implement procedural norms and policies that represent best practices for faculty hiring at the university and enhance institutional diversity, equity and inclusion. In this manner, we will strengthen regular faculty hiring processes by increasing the yields of diverse faculty through refinements in our hiring processes. Our goal at the end of the four-year plan is for all faculty searches to comply with these policies. (UDIAP 1.3, 4.1)

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<td><strong>ACTION A</strong>&lt;br&gt;Working with the sub-committee of deans, develop and adopt policies and procedures across all colleges and schools.</td>
<td><strong>AY 2020/21</strong>&lt;br&gt;Principles adopted by all CSUs; support materials and audit functions developed.&lt;br&gt;&lt;br&gt;<strong>AY 2020/22</strong>&lt;br&gt;Principles implemented as part of all searches.</td>
<td>• The Provost’s Office will work with deans and CSU diversity officers to implement these actions for all authorized faculty searches.&lt;br&gt;&lt;br&gt;• In support of these actions the Provost’s Office will:&lt;br&gt;&lt;br&gt;• Provide CSU’s with support and assistance with pool research.&lt;br&gt;• This will include institutional membership in service that provide enhanced pool support.&lt;br&gt;&lt;br&gt;• Provide assistance/consultation with advertising outlets.&lt;br&gt;&lt;br&gt;• Provide training on writing and evaluation of diversity, equity, and inclusion statements.&lt;br&gt;&lt;br&gt;• Further refine the search committee training and assist CSUs with personnel and resources for CSU-based search committee trainings.</td>
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| ACTION B<br>All members of faculty search committees must participate in diverse hiring training. (UDIAP 4.2) | **AY 2020/21**<br>Training platforms are developed and all chairs of search committees are required to participate in training.<br><br>**AY 2021/22**<br>All members of search committees participate in training as a requirement of their committee membership. | The Provost’s Office will provide support for the production and updating of training resources. Deans, CSU diversity officers, and department chairs are responsible to ensure that all members of faculty search committees are trained. |

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*E.g., The National Registry of Diverse & Strategic Faculty, Prism, Higher Education Recruitment Consortium*
Actions (detail)

Objective 1 Attract, Recruit, and Employ a Diverse Faculty (continued)

**PRIORITY 1**
Establish and implement procedural norms and policies that represent best practices for faculty hiring at the university and enhance institutional diversity, equity, and inclusion. In this manner, we will strengthen regular faculty hiring processes by increasing the yields of diverse faculty through refinements in our hiring processes. Our goal at the end of the four-year plan is for all faculty searches to comply with these policies. (UDIAP 1.3, 4.1)

**ACTION A**
*Working with the sub-committee of deans, develop and adopt policies and procedures across all colleges and schools regarding the following:*

- All CSU strategic hiring and recruitment plans should include diversity plans and specific goals. These should take into account the faculty recruitment goal of increasing faculty diversity to levels that adequately support the university’s undergraduate and graduate student diversity.
- All individual faculty searches should contribute to the diversity plans and goals in the CSU’s strategic hiring plan.
- CSUs will frame the disciplinary scope of each faculty search as broadly as possible to attract a broad pool of diverse candidates.
- CSUs will include applicant commitment to inclusivity and support for diverse populations, as well as experience and future plans in this area as a hiring criterion.
  - This diversity, equity, and inclusion criterion will be stipulated in each job posting.
  - Diversity, equity, and inclusion statements will be required for all applications for faculty positions.
- Each search will actively solicit applicants for purposes of enhancing the diversity of the candidate pool.
  - Pool research will be implemented for each search.
- CSUs are required to report the diversity of long and short-lists for each search to Provost's Office
- Each CSU must have a diversity officer whose responsibilities include oversight of faculty diversity, equity, and inclusion.
  - Each diversity officer is responsible for collaborating with the Provost's Office in leading Faculty Search Committee trainings and training trainers in their respective CSUs.

**ACTION B**
*All members of faculty search committees must participate in diverse hiring training. (UDIAP 4.2)*

Each year, UT Austin conducts 60-80 faculty searches. The Provost's Office will formulate, update, and provide content for faculty search committee workshops (train-the-trainer and web-based options). With the support of the Provost's Office each CSU will conduct workshops and train search committee members on equitable and inclusive search techniques, policies, and protocols. (UDIAP 4.2)
### Overview

**Objective 1** Attract, Recruit, and Employ a Diverse Faculty (continued)

**PRIORITY 2**
Implement centrally-funded special faculty hiring programs with diversity as principle or important criterion. (UDIAP 4.1)

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<td><strong>ACTION A</strong> Implement Provost’s Faculty Recruitment and Hiring Program (PFRHP)</td>
<td><strong>AY 2020/21 – AY 2023/24</strong> Dedicate approximately $750,000 per year to cover base salary of about 5 faculty members (@ $150,000 base salary per) contributing to diversity, equity, and inclusion. <strong>AY 2023/24</strong> Conduct assessment and allocate additional funding</td>
<td>The Provost’s Office will work with deans to clarify the procedures for this program and for obtaining approval for PFRHP hires.</td>
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<td><strong>ACTION B</strong> Establish diversity as a key criterion of approved Cluster Hire searches. Approve two additional proposals for cluster hires conceived with contributions to diversity, equity, and inclusion as central to their scholarly conceptualization. Ensure that the policies and procedures for all faculty hiring as proposed and approved by the CSU be extended to Cluster Hire searches.</td>
<td><strong>AY 2020/21</strong> Remaining cluster hires, contributions to diversity a key hiring criterion. <strong>AY 2021/22</strong> While the university cannot commit to this possibility given the uncertainty of the budget in April, 2020, we hope to consider approval for the funding of one or more diversity-focused cluster hires approved this year with the cluster(s) starting in AY2022/23 or in the following academic year. <strong>AY 2022/23</strong> Conduct assessment and allocate additional funding.</td>
<td>Vice Provost for Diversity and Senior Vice Provost for Faculty Affairs will ensure policy and procedures for current cluster hiring process conform to new guidelines (approving position announcements, recruitment plans, long and short lists).</td>
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<td><strong>ACTION C</strong> Diverse replacement of diverse faculty separations.</td>
<td><strong>AY 2019/20</strong> The Vice Provost for Diversity will inventory originally funded Thematic hires by CSU and department to ensure any future resulting hires will contribute to the diversity of the cluster units. <strong>AY 2020-2024</strong> Continuing analysis will be undertaken by the Vice Provost for Diversity to ensure hiring lines are distributed according to diverse hiring guidelines.</td>
<td>The Provost’s Office, DDCE, and department chairs will undertake the appropriate analyses. The Provost’s Office will authorize corresponding FTE’s.</td>
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<td><strong>ACTION D</strong> Funds will be made available to support the hiring committees for diverse faculty hiring. (UDIAP 4.3)</td>
<td>These support funds are already available.</td>
<td>The Provost’s Office, deans, and department chairs.</td>
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Actions (detail)

Objective 1 Attract, Recruit, and Employ a Diverse Faculty (continued)

PRIORITY 2
Implement centrally-funded special faculty hiring programs with diversity as principle or important criterion. (UDIAP 4.1)

ACTION A
Implement Provost’s Faculty Recruitment and Hiring Program (PFRHP)

- A PFRHP hire is possible when — considering as a whole all of the candidate’s many qualifications and anticipated contributions to the UT Austin community — a CSU determines the candidate satisfies the usual high academic and intellectual standards for membership in UT Austin’s faculty body in a discipline of need or interest to the university, and the candidate is uniquely qualified to advance the university’s mission-driven goals of diversity and inclusiveness.

- Publicize the Provost’s Faculty Recruitment and Hiring Program
  - Invest $3 million over four years to supporting recruitment and hiring of faculty contributing to diversity, equity, and inclusion. (Funding will be revisited after the initial funding level has been exhausted)
  - Efforts will be tailored to increase faculty diversity to levels that adequately support the university’s undergraduate diversity.

ACTION B
Establish diversity as a key criterion of approved Cluster Hire searches. Approve two additional proposals for cluster hires conceived with contributions to diversity, equity, and inclusion as central to their scholarly conceptualization. Ensure that the policies and procedures for all faculty hiring as proposed and approved by the CSU be extended to Cluster Hire searches.

ACTION C
Diverse replacement of diverse faculty separations.
The FTE’s of faculty who leave the university starting in AY2018-19 from faculty positions originally funded through the Division of Diversity and Community Engagement’s (DDCE) Thematic Faculty Recruitment Programs will be replaced by another faculty member who adds to the diversity of faculty in the same units.

ACTION D
Funds will be made available to support the hiring committees for diverse faculty hiring. (UDIAP 4.3)

- Position Advertising Funds to support advertising in diverse venues.
- Finalist Funds for additional faculty search finalist who advance diversity.
OBJECTIVE 2

Retain, Develop, and Promote a Diverse Faculty

A closely related objective is to retain, develop, and promote the wellbeing and professional advancement of our faculty members who are already here, particularly those from populations previously under-represented at UT Austin and whose persistence and advancement has historically been obstructed. Diverse faculty members are in high demand across the nation and face unique challenges. The diversity plan must recognize that it is not enough to simply hire diverse faculty members. It is equally important to retain and promote them.

PRIORITY 1

Working with the sub-committee of deans, design, fund, and implement a university-wide diverse faculty retention process. This process will put into place best practices for faculty retention centered around preemptive actions (e.g. salary, research funding, leaves) with regard to diverse faculty who are at risk of leaving for other institutions. (Please see related Objective 3, Priority 1: addressing faculty salaries disparities)

PRIORITY 2

Working with the sub-committee of deans to establish mechanisms for assessing contributions to university and community diversity, equity, and inclusion as a criterion for faculty merit and promotion considerations.

PRIORITY 3

Establish formal cross-disciplinary faculty mentoring programs. (UDIAP 4.4) Every CSU will establish formal (intentional, comprehensive, and benchmarked) faculty mentoring programs for all tenure-track and associate professors. The objective of these programs is to facilitate the transition from assistant to associate professor and from associate to full professor. These transitions have often been problematic for historically underrepresented faculty members.
Overview

Objective 2 Retain, Develop, and Promote a Diverse Faculty

PRIORITY 1

Working with the sub-committee of deans, design, fund, and implement a university-wide diverse faculty retention process. This process will put into place best practices for faculty retention centered around pre-emptive actions (e.g. salary, research funding, leaves) with regard to diverse faculty who are at risk of leaving for other institutions. (Please see related Objective 3, Priority 1: addressing faculty salaries disparities)

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<td>• Establish a step by step process that deans and chairs can follow to gather the institutional resources to retain diverse faculty members with outside offers or interest.</td>
<td>AY 2020/21 Process is established and piloted and revised accordingly.</td>
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<td>• Establish a clear process and approval system for pre-emptive retentions.</td>
<td>AY 2021/22 Implement program campus-wide.</td>
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<td>• Consider including as part of a centrally-funded retention program (to be developed) a component intended specifically for diverse faculty retention.</td>
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PRIORITY 2

Working with the sub-committee of deans to establish mechanisms for assessing contributions to university and community diversity, equity, and inclusion as a criterion for faculty merit and promotion considerations.

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<td>• Merit and promotion dossiers will contain diversity, equity, and inclusion statements.</td>
<td>AY 2019/20 University-wide service award established.</td>
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<td>• Each CSU will develop mechanisms for evaluating faculty contributions to diversity in their units for considerations of merit and promotion.</td>
<td>AY 2021/22 Develop workshops and other resources for training in writing and evaluating diversity statements. Begin the training of academic personnel in writing and evaluating diversity statements.</td>
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<td>• Each CSU will have a member of its promotion and tenure (P&amp;T) committee who is responsible to assure that diversity is considered in promotion deliberations. (UDIAP 4.4)</td>
<td>AY 2022/23 CSUs will implement contributions to diversity, equity, and inclusion as a criterion in merit and promotion considerations.</td>
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<td>• A faculty service award including service that enhances equity and inclusion will be established.</td>
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<td>• Diversity and Inclusion chairs or diversity officers should be included on P&amp;T committees.</td>
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Overview

Objective 2 Retain, Develop, and Promote a Diverse Faculty (continued)

PRIORITY 3

Establish formal cross-disciplinary faculty mentoring programs. (UDIAP 4.4) Every CSU will establish formal (intentional, comprehensive, and benchmarked) faculty mentoring programs for all tenure-track and associate professors. The objective of these programs is to facilitate the transition from assistant to associate professor and from associate to full professor. These transitions have often been problematic for historically underrepresented faculty members.

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<td>• Each CSU will develop and implement formal benchmarked mentoring processes specific to their areas.</td>
<td><strong>AY 2020/21</strong> Mentoring plans and programs for assistant and associate professors will be designed by all CSUs with assistance from the Provost’s Office.</td>
<td>The Provost’s Office, deans, and department chairs.</td>
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<td>• Mentoring relationships across CSUs will be encouraged where appropriate.</td>
<td><strong>AY 2021/22</strong> Begin the implementation of mentoring programs for all faculty who wish to participate.</td>
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<tr>
<td>• Contributions in terms of mentorship will be included as a criterion for merit and promotion considerations.</td>
<td><strong>AY 2022/23</strong> All assistant and associate professors who desire to participate will be enrolled in mentoring relationships.</td>
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<td><strong>AY 2023/24</strong> Deans and chairs will provide a three-year summary of mentoring participation in their units.</td>
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OBJECTIVE 3

Establish an Equitable and Inclusive Climate

UT Austin is a premier institution of higher education that recognizes the benefits of diversity, equity, and inclusion in which difference stimulates and generates excellence. Such excellence in faculty diversity is only sustainable if every individual and their differences are welcomed, respected, and treated equitably.

PRIORITY 1
Conduct an analysis of faculty salary disparities with particular focus on faculty members of historically underrepresented groups, and develop action plans to address findings (please see related Objective 2, Priority 1: pre-emptive retentions).

PRIORITY 2
Conduct an analysis that includes an audit of endowment and faculty award recipients and a description of procedures for faculty selection for such endowments and awards in all CSUs. This analysis will include an equity assessment of the distribution of endowments and faculty awards with particular focus on faculty members of historically underrepresented groups, and develop action plans to address the findings.

PRIORITY 3
Conduct an analysis that includes an audit of leadership and committee membership at the CSU and departmental levels and a description of procedures for how the faculty filling those roles are selected. This analysis will seek to identify disparities in service and governance assignments (too much service/too little leadership) with particular focus on faculty members of historically underrepresented groups, and develop action plans to address the findings.

PRIORITY 4
Create a diversity officer position in the dean’s office of each CSU responsible for faculty diversity. This position will be responsible for the monitoring and coordination of diversity and inclusion efforts for faculty in each CSU. (UDIAP 1.3)

PRIORITY 5
Design and implement resources and training for faculty on inclusive student interactions. This process has already begun with the formation of the UT Access, Equity, and Inclusion Institute, a three-year (2019 - 2022) pilot collaboration between the Vice Provost for Diversity unit and the LGBTQ Studies Program that seeks to improve faculty practices that lead to enhanced access, equity, and inclusion with regard to students. (UDIAP 2.8, 2.9, 4.5)

PRIORITY 6
Design and implement resources and training for intra-departmental and CSU equity and inclusion. (UDIAP 4.6)

PRIORITY 7
Provide opportunities for higher education leadership development for historically underrepresented mid-career faculty with the goal of recruiting faculty from underrepresented groups to fill positions of leadership within departments and CSUs. (UDIAP 4.7)
# Overview

**Objective 3 Establish an Equitable and Inclusive Climate**

**PRIORITY 1**
Conduct an analysis of faculty salary disparities with particular focus on faculty members of historically underrepresented groups, and develop action plans to address findings (please see related Objective 2, Priority 1: pre-emptive retentions).

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<td>• Gather and analyze comparative longitudinal data on faculty salaries by CSU and department.</td>
<td><strong>AY 2019/20</strong>&lt;br&gt;Data analysis completed and 25% of disparity addressed in all cases where anomalies are identified.</td>
<td>The Provost’s Office will create salary comparison reports for each CSU for the Provost to share with each dean. Deans will review each disparity to identify and adjust for inequities. Adjustments will be reported to the Provost.</td>
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<td>• Each CSU will analyze the resultant data in the context of their merit structure and adjust salaries to eliminate disparities.</td>
<td><strong>AY 2020/21</strong>&lt;br&gt;CSUs will continue to evaluate equity cases as part of annual merit increase process. 50% of disparity will be addressed in all cases where anomalies are identified.</td>
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<td>• The provost will allocate the financial resources necessary to assist CSU’s in the elimination of salary inequities.</td>
<td><strong>AY 2021/22</strong> (and beyond)&lt;br&gt;Equity analysis is incorporated as a regular part of the merit increase process. 100% of disparity addressed in all cases where anomalies are identified.</td>
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**PRIORITY 2**
Conduct an analysis that includes an audit of endowment and faculty award recipients and a description of procedures for faculty selection for such endowments and awards in all CSUs. This analysis will include an equity assessment of the distribution of endowments and faculty awards with particular focus on faculty members of historically underrepresented groups, and develop action plans to address the findings.

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<td>• Gather and analyze comparative longitudinal data on endowments and faculty awards by CSU and department.</td>
<td><strong>AY 2019/20</strong>&lt;br&gt;Data analysis completed and 25% of disparity addressed in all cases where anomalies are identified.</td>
<td>Deans shall submit reports to the Provost that include an audit of endowment and faculty award recipients and a description of procedures for faculty selection. Deans of each CSU will work, on the bases of these analyses, to identify and address individual disparities where they exist.</td>
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<td>• Each CSU will analyze the resultant data in the context of their existing processes and adjust to eliminate disparities if they are found to exist.</td>
<td><strong>AY 2020/21</strong>&lt;br&gt;CSUs will continue to engage in annual audits of their endowments and faculty awards and to review their selection processes. 50% of remaining disparities will be addressed.</td>
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<tr>
<td>• Each CSU will undertake annual audits of their endowments and faculty awards and review their selection processes to ensure equitable distributions.</td>
<td><strong>AY 2021/22</strong> (and beyond)&lt;br&gt;CSUs will continue to engage in annual audits of their endowments and faculty awards and review their selection processes. 100% of remaining disparities will addressed.</td>
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Overview

Objective 3 Establish an Equitable and Inclusive Climate (continued)

PRIORITY 3
Conduct an analysis that includes an audit of leadership and committee membership at the CSU and departmental levels and a description of procedures for how the faculty filling those roles are selected. This analysis will seek to identify disparities in service and governance assignments (too much service/too little leadership) with particular focus on faculty members of historically underrepresented groups, and develop action plans to address the findings.

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<td>- Each CSU will gather and analyze comparative longitudinal data on unit leadership and committee membership &lt;br&gt; - Each CSU will analyze the resultant data in the context of their existing processes and adjust them to eliminate disparities. &lt;br&gt; - Each CSU will undertake annual audits of their endowments and faculty awards and review of their selection processes to ensure equitable distributions.</td>
<td><strong>AY 2019/20</strong>&lt;br&gt;Data analysis completed and 25% of disparity addressed in all cases where anomalies are identified. &lt;br&gt;<strong>AY 2020/21</strong>&lt;br&gt;CSUs will continue to evaluate unit leadership and committee membership. 50% of remaining disparities will be addressed. &lt;br&gt;<strong>AY 2021/22</strong> (and beyond)&lt;br&gt;CSUs will continue to evaluate unit leadership and committee membership. 100% of remaining disparities will be addressed.</td>
<td>The CSU deans will work, on the bases of these annual analyses, to identify and address individual disparities where they exist. Deans should also update this data annually to inform regular processes of fulfilling each unit’s service demands.</td>
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PRIORITY 4
Create a diversity officer position in the dean’s office of each CSU responsible for faculty diversity. This position will be responsible for the monitoring and coordination of diversity and inclusion efforts for faculty in each CSU. (UDIAP 1.3)

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<td>- Create the diversity officer position(s) and appoint officer(s) in each CSU. &lt;br&gt; - Larger CSUs should appoint two diversity officers, one for faculty and staff diversity and the other for student diversity. &lt;br&gt; - Create a support mechanism for small CSU participation in diversity officer initiative. &lt;br&gt; - The Provost’s Office will regularly convene diversity officer meetings. Officers are expected to participate.</td>
<td><strong>YEAR 1</strong>&lt;br&gt;50% of CSUs establish position(s) and appoint diversity officer(s). &lt;br&gt;<strong>YEAR 2</strong>&lt;br&gt;100% of CSUs establish position(s) and appoint diversity officer(s).</td>
<td>Deans will identify and appoint a diversity officer for their CSU. The Provost’s Office will assist with organization of diversity officer meetings, sharing of resources, and coordination efforts.</td>
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Overview

**Objective 3  Establish an Equitable and Inclusive Climate (continued)**

**PRIORITY 5**

Design and implement resources and training for faculty on inclusive student interactions. This process has already begun with the formation of the UT Access, Equity, and Inclusion Institute, a three-year (2019 – 2022) pilot collaboration between the Vice Provost for Diversity unit and the LGBTQ Studies Program that seeks to improve faculty practices that lead to enhanced access, equity, and inclusion with regard to students. (UDIAP 2.8, 2.9, 4.5)

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| • Inventory and evaluate existing Inclusive Classroom Training programs.  
• Create resources and trainings for faculty that promote equitable and inclusive faculty student interactions.  
• Create a mechanism by which students can identify faculty who have undertaken such training when they select their courses. | **AY 2019/20**  
Inventory and evaluation completed. Resources and trainings elaborated; inclusive training “Tags”³ on syllabi instituted.  
**AY 2020/21**  
A faculty trainer from each CSU will have been trained and will commence training faculty in their CSU.  
**AY 2021/22**  
30% of the faculty will have undergone training.  
**AY 2022/23**  
60% of the faculty will have undergone training. | The UT Access, Equity, and Inclusion Institute will coordinate inventory, evaluation, and resource preparation and implementation. Deans, CSU diversity officers, and department chairs will implement resources in every CSU and promote faculty participation. |

³“Tags” are indications on syllabi and course catalogues that a professor has completed inclusive classroom or similar training.

**PRIORITY 6**

Design and implement resources and training for intra-departmental and CSU equity and inclusion. (UDIAP 4.6)

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| • Inventory and evaluate existing resources for support in creating and sustaining equitable and inclusive intra-departmental and CSU training.  
• Develop resources and trainings for creating and sustaining equitable and inclusive intra-departmental and CSU training.  
• Training and resources will target departmental chairs and other unit leaders first and then expand to faculty in general.  
• Implement in all university units the resources and trainings for creating and sustaining equitable and inclusive departments and CSUs. | **AY 2020/21**  
Inventory and evaluation completed. Resources and trainings created.  
**AY 2021/22**  
A faculty trainer from each CSU will have instituted training in their CSU. Every departmental chair and CSU sub-unit leader will receive training and materials.  
**AY 2022/23**  
Every chair will have begun to implement best practices in equity and inclusion in their unit. 50% of faculty will have participated in at least one departmental or other on-campus equity and inclusion workshop.  
**AY 2023/24**  
75% of the chairs will have undergone training. Each workshop will be evaluated, and results analyzed by the UT Access, Equity, and Inclusion Institute. | • The UT Access, Equity, and Inclusion Institute will coordinate inventory, evaluation, and resource preparation, and training implementation. Deans, CSU diversity officers and department chairs will implement resources in every CSU and promote leadership participation.  
• The Vice Provost for Diversity unit through the UT Access, Equity, and Inclusion Institute Form will inventory, develop, and implement resources that seek to improve and put in place policies and practices that enhance equity, inclusion, and climate in faculty-faculty and faculty-administration relations. |
Overview

Objective 3  Establish an Equitable and Inclusive Climate  (continued)

PRIORITY 7
Provide opportunities for higher education leadership development for historically underrepresented mid-career faculty with the goal of recruiting faculty from underrepresented groups to fill positions of leadership within departments and CSUs. (UDIAP 4.7)

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| • Restructure and reorient the Executive Management and Leadership program (EML) towards equity and inclusion in higher education management and leadership.  
• Develop diverse Provost’s Administrative Leadership (PAL) fellows program to create opportunities for one-on-one leadership mentorship for mid-level diverse faculty. | **AY 2020/21**  
Reorganization of EML Program. Elaboration of plan for Provost’s Leadership Fellows program. Announce first cohort of PAL fellows.  
**AY 2021/22**  
Faculty will participate in refurbished EML and in the PAL Fellows Program.  
**AY 2022/23**  
Three former participants in these programs will be appointed to administrative positions. | The Vice Provost for Diversity and the Senior Vice Provost for Faculty Affairs. |
OBJECTIVE 4

Support Innovative and Diverse Scholarship, Teaching, and Service

UT Austin recognizes that the imperative of faculty diversity is not the mere presence of different identities, but the different knowledges, positionalities, and experiences they encompass. Hence, the benefits of faculty diversity are realized if the multiplicity of perspectives and scholarship that faculty bring to the campus are embraced, supported, and rewarded. Public recognition of the diversity of our faculty and the embrace of diverse scholarship, teaching, and service enhances the reputation of UT Austin as an inclusive institution of intellectual excellence and scholarly innovation.

PRIORITY 1
Develop and support a President’s Postdoctoral Diversity Fellowship Program. The objective of which is to support the development of diverse faculty, to enhance the pools of diverse faculty available to fill faculty positions at UT Austin and, in certain instances — as part of the recruitment of assistant professors to the university. (UDIAP 4.8)

PRIORITY 2
Support the programming and research engaged in by faculty who help diversify the university and/or have the objective of enhancing campus equity and inclusion.

PRIORITY 3
Develop and support faculty research and teaching on equity and inclusion in higher education. (UDIAP 4.8)
Overview

Objective 4 Support Innovative and Diverse Scholarship, Teaching, and Service

Priority 1

Develop and support a President’s Postdoctoral Diversity Fellowship Program. The objective of which is to support the development of diverse faculty, to enhance the pools of diverse faculty available to fill faculty positions at UT Austin, and — in certain instances — as part of the recruitment of assistant professors to the university. (UDIAP 4.8)

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<td>Develop and support a university-wide postdoctoral program. Financial support will be accorded to CSU’s hiring of postdocs in regular faculty positions.</td>
<td><strong>AY 2020/21</strong> Design, develop, and fund initiative; conduct search for program’s director to develop program and start searches for post-doctoral fellows. <strong>AY 2021/22</strong> Appoint three two-year diverse postdoctoral fellows and pilot a postdoctoral training program and community (drawing in additional postdoctoral fellows from across campus); search for next cohort of three postdoctoral fellows. <strong>AY 2022/23</strong> Continue postdoctoral training program and community; evaluate program and consider further development and expansion; give search approval for next cohort. <strong>AY 2023/24</strong> Continue postdoctoral training program and community; evaluate program and consider further development and expansion.</td>
<td>The Provost’s Office will be responsible for the design, creation, and funding of this program. Deans will coordinate the selection of candidates and the recruitment of postdocs as faculty members. The director of the postdoctoral program will be responsible for designing educational programming for postdoctoral fellows.</td>
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Priority 2

Support the programming and research engaged in by faculty who help diversify the university and/or have the objective of enhancing campus equity and inclusion.

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<td>• Develop and support diverse programming in the CSUs to bring non-UT scholars to UT Austin campus. These should include speaker series, visiting scholars, conferences, etc. • Develop programs that bring advanced grad students to UT Austin campus. • Dedicate $35,000 to support this programming for each of the next three years (AY2020/21 through AY2022/23).</td>
<td><strong>AY 2020/21</strong> Anticipated goal: 10 diverse visiting scholars(^4) university wide, 30 diverse advanced grad students, one conference. <strong>AY 2021/22</strong> Anticipated goal: 10 diverse visiting scholars university wide, 30 diverse advanced grad students, two conferences. <strong>AY 2022/23</strong> Anticipated goal: 10 diverse visiting scholars university wide, 30 diverse advanced grad students, two conferences; evaluate program and consider further development and continuation.</td>
<td>The Provost’s Office, dean’s, Graduate School dean, center and institute directors.</td>
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\(^4\) Visiting scholars refers to scholars from other institutions of higher education who visit UT to present their work and engage in other scholarly activities for a short period of time – one day to two weeks.
## Overview

### Objective 4 Support Innovative and Diverse Scholarship, Teaching, and Service (continued)

### PRIORITY 3
Develop and support faculty research and teaching on equity and inclusion in higher education. (UDIAP 4.8)

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| • Develop and support a university-wide fellowship program sponsoring research on equity and inclusion in higher education.  
• Develop and support a university-wide fellowship program sponsoring research and teaching on UT Austin’s historic and contemporary struggles for diversity. | **AY 2021/22** Create proposals for fellowship programs on research and teaching on equity and inclusion in higher education.  
**AY 2021/22** Selection of inaugural fellows.  
**AY 2022/23** Annual selection of fellows. | The Vice Provost for Diversity. |