

# D&I Planning Toolkit

# Committing to Diversity & Inclusion

Diversity is a foundational value at the University of Chicago. We must strive to create a campus where people of different backgrounds and identities feel valued and where their ideas and contributions can flourish. While we've made significant gains in these areas, we realize that much work remains ahead. We hope to engage all members of our campus community in working towards this shared goal.

We invite you to participate in this ongoing work of fostering a diverse and inclusive campus environment. By collaborating with your colleagues to create a Diversity and Inclusion (D&I) Plan specific to your unit, you can help create a campus climate that gives all people an opportunity to realize their full potential.

## **About this toolkit**

The University of Chicago conducted the 2016 Climate Survey to better understand the climate around bias and harassment. In January 2017, we shared recommendations of the Diversity Advisory Council. One key Council recommendation was that each unit create a diversity and inclusion plan. This toolkit was created to help guide unit leaders through the process of creating and implementing an actionable D&I Plan. It includes multiple recommendations to choose from, encouraging units to customize a plan relevant to their local contexts. For some units, this toolkit can serve as a first step. For other units, it can support ongoing D&I efforts already in process.

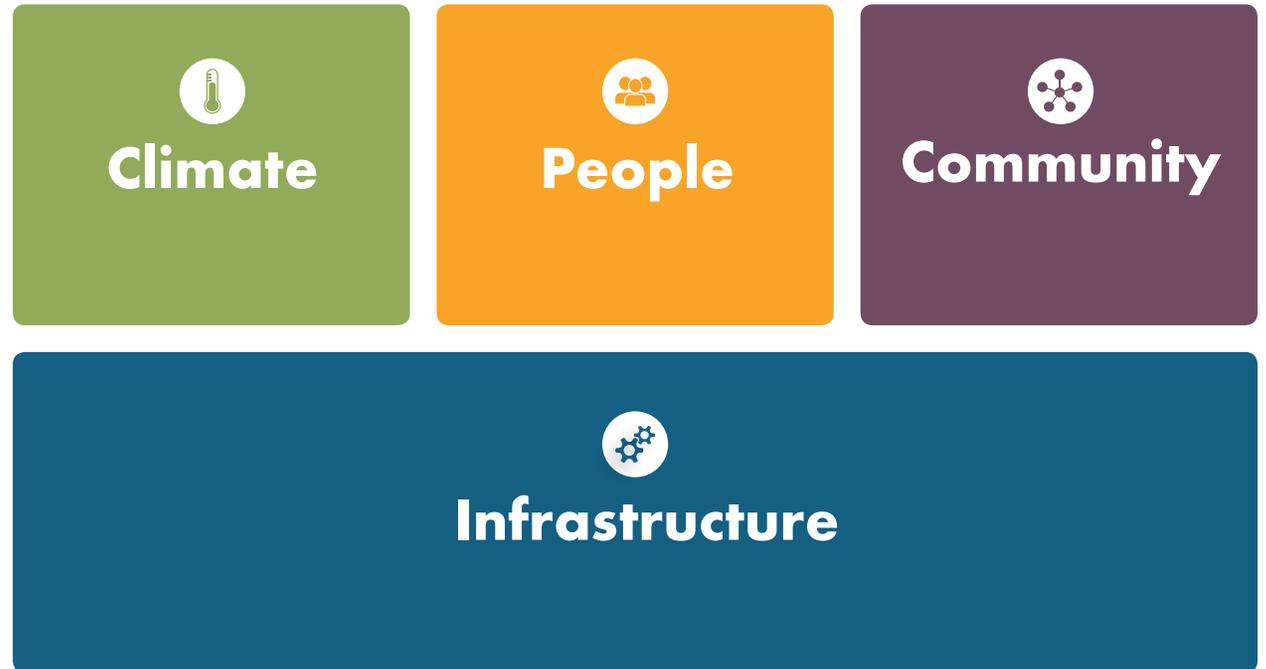
# Using a Common Framework

UChicago approaches D&I using a framework prioritizing four strategy areas:

1. Create an infrastructure to support diversity and inclusion activities.
2. Foster a climate that is inclusive of all on campus.
3. Develop and support the people who comprise our University.
4. Engage in our surrounding community.

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Using this common framework across units, we can create customizable D&I plans that create intentional, collective impact.



# Initial guidelines

Start building your D&I Plan by completing these actions.

## ✓ Identify Your D&I Team

### Question:

Who in my unit will lead and support our D&I planning efforts?

### Action:

Identify your D&I planning team.

### Details/Resources:

Identify a point-person or persons and team members from your unit to address questions, collect suggestions, and spearhead communications that arise throughout the planning process. Consider the composition of your team and how it represents various perspectives, backgrounds, and experiences.

## ✓ Join with Others

### Question:

How can we communicate our commitment to diversity and inclusion internally and externally?

### Action:

Add your unit to the growing number of people working on a D&I Plan.

### Details/Resources:

Fill out the form below to let other units on campus know you are participating.

Access the D&I Plan Sign-Up [here](#).

## ✓ Communicate Your D&I Efforts

### Question:

How will we communicate ongoing D&I progress within our unit?

### Action:

Create a communication protocol for your D&I planning team that articulates how you will communicate progress to your unit.

### Details/Resources:

Disseminate your D&I point-person's contact info and other details for getting involved.

- Set regular meeting times to discuss how to communicate progress on D&I efforts
- Include updates on your D&I efforts in newsletters, emails, and during unit-wide meetings

# Overview of Action Items by Strategy Area

Continue building your D&I Plan by choosing one action in each strategy area.



## Infrastructure

- State Your Commitment to Diversity
- Evaluate D&I Visibility
- Make a Timeline
- Get Informed About D&I at UChicago



## Climate

- Build Inclusive Skills
- Connect to Networks
- Create a Welcoming Climate
- Practice Inclusive Pedagogy



## People

- Hire and Admit Inclusively
- Mentor and Coach Individuals
- Promote Equitable Labor Practices
- Build and Maintain Pathways



## Community

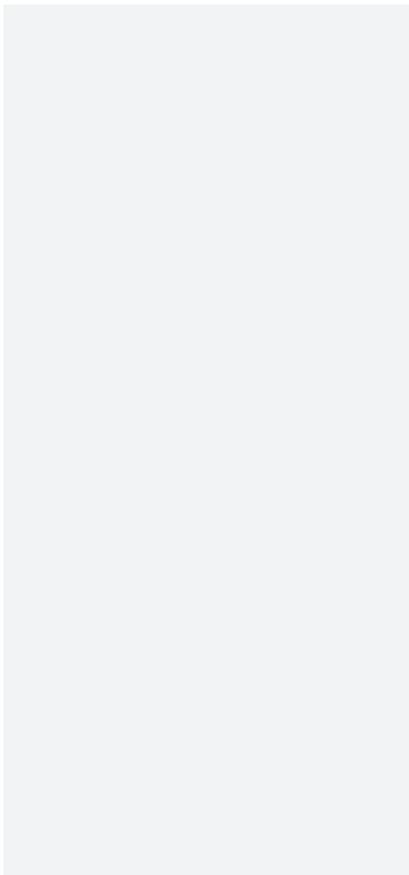
- Understand Cultural Context
- Support Local Businesses
- Reach Local Talent
- Value Chicago as an Asset

# Diversity & Inclusion Reflection

## Values

How do you see D&I fitting into your unit's values?

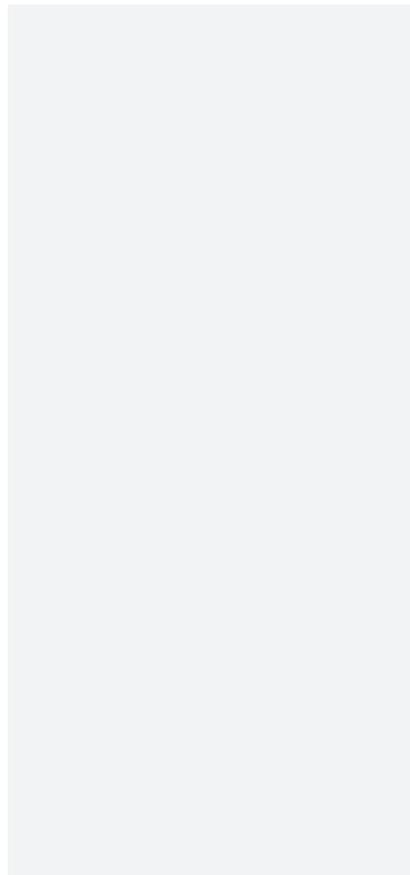
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## Assets

What are existing strengths and initiatives you can leverage?

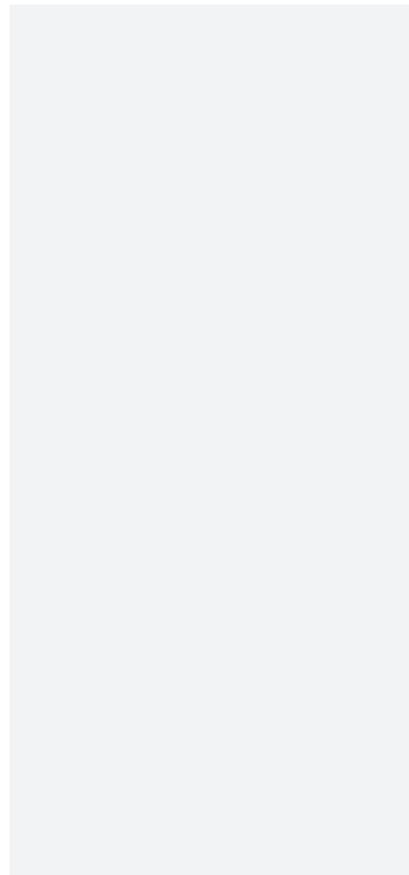
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## Barriers

What are current and potential challenges?

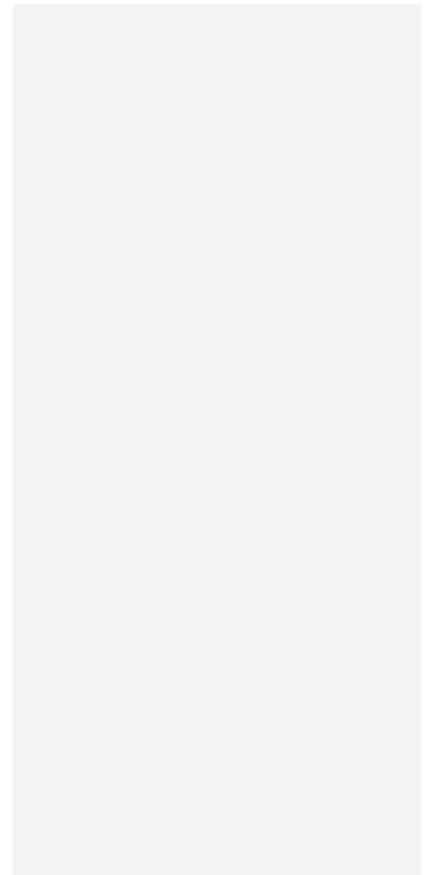
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## Aspirations

How do you hope your unit will improve?

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# Infrastructure

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Infrastructure refers to foundational structures—communications, policies, procedures, and roles. These key components are essential to creating a system in which positive change can be made and sustained.

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# Infrastructure

How can we begin creating a system that supports diversity and inclusion?  
Choose one action below.

## 1. State your Commitment to Diversity

**Question:**

How can I let UChicago and the public know that D&I is important to our unit?

**Action:**

Think about the language you will use when talking about D&I and include it in your syllabi, website, and other materials.

**Details/Resources:**

View the President's Statement on Diversity [here](#). View a sample statement of diversity for a syllabus by the Chicago Center for Teaching [here](#).

Consider an accessibility statement informing individuals with disabilities how to request needed accommodations in order to participate. View a sample from Student Disability Services [here](#).

## 2. Evaluate D&I Visibility

**Question:**

How is my commitment to D&I made visible to those outside UChicago?

**Action:**

Review your existing external-facing materials.

**Details/Resources:**

Materials may include recruitment packets, admissions documents, and departmental websites/social media sites. Pay special attention to imagery, content, and ease and availability of D&I related information.

## 3. Make a Timeline

**Question:**

How can we stay on track with our D&I efforts?

**Action:**

Give your group deadlines to accomplish specific goals over a designated period of time.

**Details/Resources:**

- Prioritize your goals on a quarterly basis.
- Make a list of key steps necessary to accomplish each goal.
- Set realistic time frames for your specific goals.
- Map and prioritize actions on a calendar.

## 4. Get Informed about D&I at UChicago

**Question:**

How do I get a sense of the current state of D&I at UChicago?

**Action:**

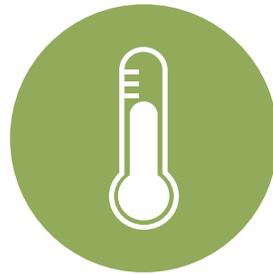
Become familiar with existing UChicago D&I reports.

**Details/Resources:**

Read the following:

- [UChicago 2016 Climate Survey Results](#)
- [UChicago D&I Initiative](#) website
- Existing D&I plans or statements from your department

Discuss what strengths and challenges face your particular unit and what departmental climate issues you are most interested in addressing at this time.



# Climate

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Climate refers to the social environment we create and experience. Cultivating an inclusive climate is vital to building a community where all members have a sense of belonging and can participate fully in the life of the University.

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# Climate

How can we create an environment where all students, staff, and faculty can thrive?  
Choose one action below.

## 1. Increase Knowledge and Build Skills

### Question:

How can individuals increase knowledge and build skills for creating an inclusive campus?

### Action:

Learn more about topics related to inclusion and participate in campus skill-building trainings.

### Details/Resources:

- Participate in [UChicago's Common Book Initiative](#).
- Visit [UChicagoArts](#) including the [Logan Center](#), [Smart Museum of Art](#), and [Arts and Public Life](#) to engage with art created by diverse groups of artists.
- Browse [colleague-recommended D&I resources](#).

Skill-building resources include:

- [Hearing One Another \(HOA\)](#)
- [Inclusion in Practice \(IIP\)](#)
- [Safe Space training](#) through [LGBTQ Student Life](#)
- [Undocumented Student Ally Training](#)
- [Accessibility Training](#) through [Equal Opportunity Programs \(EOP\)](#)

## 2. Connect to Networks

### Question:

How can we connect individuals with communities of shared experience?

### Action:

Share information about existing networks with current faculty, staff, and students.

### Details/Resources:

Existing communities and networks may include:

- [UChicago Spiritual Life](#)
- [RSOs: Recognized Student Organizations \(RSOs\)](#)
- [Resource Groups](#)

Centers and Offices:

- [Center for Identity + Inclusion](#)
- [Center for the Study of Gender and Sexuality](#)
- [Center for the Study of Race, Politics, and Culture](#)
- [Office of International Affairs](#)
- [Center for Latin American Studies](#)

## 3. Create a Welcoming Local Climate

### Question:

How do we ensure that all people feel welcome in our unit?

### Action:

Become aware of, and put into practice, inclusive activities, resources, and policies.

### Details/Resources:

- Inform students and staff of new policies and resources like the [Preferred Name Policy](#) and the [gender-neutral/single-user restroom list](#).
- Include wayfinding signage for accessible entrances and amenities in your building like ramps, automated doors, and elevators.
- Share the [University Spiritual Spaces](#) list with your unit.
- Connect interested individuals with the [Office for Military-Affiliated Communities](#).

## 4. Practice Inclusive Pedagogy

### Question:

How do your curriculum, assessment, and classroom practices promote inclusion?

### Action:

Review your unit's current learning opportunities and approaches with an eye toward diversity, accessibility, and inclusion.

### Details/Resources:

- Connect with the [Chicago Center for Teaching](#) to make an appointment to speak with an inclusive pedagogy expert.
- Attend an [Inclusive Engagement in the Classroom workshop](#).
- Review best practices surrounding student accommodations and review [Resources for Instructors](#) at the [Student Disability Services \(SDS\)](#) website.
- Consider adding a [Statement on Diversity](#) from the Chicago Center for Teaching to your unit's learning materials where appropriate.



# People

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People refers to creating a diverse and inclusive community comprised of people with different skills, identities, backgrounds, and experiences.

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# People

How can we support the recruitment and development of a diverse group of people?

Choose one action below.

## 1. Hire and Admit Inclusively

### Question:

Do your unit's present and past faculty and staff hiring, and student admission practices, reflect UChicago D&I values?

### Action:

Ensure that all members of admissions and hiring committees are up to date on best practices for diversity.

### Details/Resources:

- Schedule a "[Searching for Excellence](#)" session for faculty search committees and a "[Conducting Inclusive Searches Training](#)" for members of staff hiring committees.
- Contact [UChicagoGRAD](#) to learn more about Graduate Enrollment Initiatives for recruiting graduate students and the [College](#) to learn about major initiatives for undergraduates.
- Evaluate whether your unit's recent admits and hires reflect or exceed available candidate pools for various demographics.

## 2. Mentor and Coach Individuals

### Question:

How are faculty being supported throughout their academic career? How are new staff members welcomed to your unit? Are staff members supported through their career trajectories? How are undergraduate and graduate students being supported throughout their academic careers?

### Action:

Review, revise, strengthen, or create mentoring programs for students, faculty, and staff.

### Details/Resources:

Assess your development strategy for individuals in your unit. Does your unit have a written mentoring plan? Do mentors have the skills and support to work with mentees? Are expectations for advancement regularly discussed?

## 3. Promote Equitable Employment Practices

### Question:

Is the work of your unit being divided equitably?

### Action:

Review the amount of teaching, service, mentoring, or administrative responsibilities that individuals in your unit take on.

### Details/Resources:

National data shows that underrepresented, female, and junior faculty may be asked to take on disproportionate teaching, service, and student mentoring loads, which might prevent them from engaging in the research central to their career success. Similar experiences may also occur with staff. Is this a problem in your unit? Evaluate and reapportion workloads in your unit if needed.

## 4. Build and Maintain Pathways

### Question:

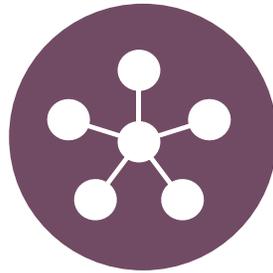
How is your department contributing to building pathways of talented candidates for your field?

### Action:

Strengthen your commitment to building pathways to the professoriate or to professional success for underrepresented groups.

### Details/Resources:

- Help faculty, staff, and students become involved in pathway programs as participants and mentors (e.g. [Mellon Mays Undergraduate Fellowship](#) or [Leadership Alliance](#) programs).
- Review and revise your unit's pathway opportunities such as bridge programs, internships, and externships.
- Maintain a database of talented URM individuals to invite back to your unit for future work.
- Identify funding sources to support these programs.



# Community

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Community refers to building relationships with local and global partners. Our University, our city, and our networks will achieve more by learning and growing together.

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# Community

How can we engage with our local community to build meaningful partnerships and create positive impact?

Choose one action below.

## 1. Understand Cultural Context

### Question:

How can my unit learn about Chicago's history related to D&I?

### Action:

Explore Chicago's cultural history through books, films, and local sites.

### Details/Resources:

- Students may use the [UChicago ArtPass](#) to explore Chicago culture.
- Read Isabel Wilkerson's [The Warmth of Other Suns](#) (2011).
- Visit the [DuSable Museum](#) and [The National Museum of Mexican Art](#).
- Attend a performance at [Court Theatre](#) or the [Green Line Performing Arts Center](#).
- Learn about playwright [Lorraine Hansberry's connection](#) to the South Side.
- Take a stroll down the Bronzeville Walk of Fame.
- Visit neighborhoods like [Pilsen](#) and [Chinatown](#) to experience food, festivals, and local culture.

## 2. Support Local Businesses

### Question:

How can we connect to local commerce?

### Action:

Choose local vendors for events and activities.

### Details/Resources:

- Contact the [Office of Business Diversity](#) for a list of recommended local Minority Business Enterprises (MBE) or Women Business Enterprises (WBE).
- Host events at nearby community spaces ([DuSable Museum](#), [Silver Room](#), [Seminary Co-op Bookstore](#), etc.).
- Consider areas where you don't typically spend locally (legal services, catering, tech support, florists, printing, web design, etc.) and make a plan to solicit bids from local businesses in these sectors in your next request.

## 3. Reach Local Talent

### Question:

Do our job requisitions reach local candidates?

### Action:

Make a plan with [UChicago Local](#) at the [Office of Civic Engagement](#) to think about how upcoming job searches could include more local candidates in the pool.

### Details/Resources:

- Think about positions broadly. Don't just hire local for entry-level jobs.
- Consider job requirements. Are stated requirements, such as a bachelor's degree, required or preferred?
- Consider participating in local job fairs or partnering with local workforce agencies to source for qualified candidates.
- Support local candidates with job preparedness by hosting unit-specific resume workshops and mock interviews.

## 4. Value Chicago as an Asset

### Question:

Is our unit valuing the city of Chicago as an asset?

### Action:

Draw the resources of the city into the work of your unit.

### Details/Resources:

- Seek out organizations across the city to productively collaborate with your unit.
- Host an event with/at a local organization, art gallery, school, etc.
- Give a talk or presentation in partnership with a local organization or local community member.
- Plan a group outing to an off-campus D&I related event.
- Participate in the local life of the South Side.
- Visit the [Office of Civic Engagement](#) website to learn about volunteer opportunities with local partners.

# Our Unit's D&I Strategic Plan

## Initial Guidelines

Identify Your D&I Team

Join with Others

Communicate Your D&I Efforts



### Infrastructure

State Your Commitment to Diversity

Evaluate D&I Visibility

Make a Timeline

Get Informed about D&I at UChicago



### Climate

Increase Knowledge and Build Skills

Connect to Networks

Create a Welcoming Local Environment

Practice Inclusive Pedagogy



### People

Hire and Admit Inclusively

Mentor and Coach Individuals

Promote Equitable Labor Practices

Build and Maintain Pathways



### Community

Understand Cultural Context

Support Local Businesses

Reach Local Talent

Value Chicago as an Asset

# Planning Notes

Consider the questions below or use this space for any additional thoughts or questions you may have.

What resources (people, support, materials) do you need to help you or your unit successfully execute your selected actions?  
How do you plan to acquire these resources?  
What resistance may you encounter? How might you gain collaboration?  
What does success look like? What criteria will you use to evaluate your success?

# Links

## Full Documents

### **UChicago D&I Initiative**

<https://diversityinitiative.uchicago.edu/>

### **UChicago Diversity & Inclusion Initiative Initial Activities PDF**

<https://cpb-us-w2.wpmucdn.com/voices.uchicago.edu/dist/1/709/files/2017/10PRO3211.18.Diversity-and-Inclusion-Plan.101617-FINAL-1nauj4q.pdf>

### **UChicago Climate Survey Website**

<https://climatesurvey.uchicago.edu/>

### **Spring 2016 Campus Climate Survey Results PDF**

<https://provost.uchicago.edu/sites/default/files/documents/reportsSpring2016ClimateSurveyReport.pdf>

## Centers/Offices

### **Chicago Center for Teaching**

<https://teaching.uchicago.edu/>

### **Center for Identity + Inclusion**

<https://inclusion.uchicago.edu/>

### **Student Disability Services**

<https://disabilities.uchicago.edu/>

### **UChicago Equal Opportunity Programs Office**

<https://voices.uchicago.edu/equity/>

### **UChicago Equal Opportunity Programs Education and Training**

<https://voices.uchicago.edu/equity/education-and-training/>

### **Hearing One Another**

<https://inclusion.uchicago.edu/hearing-one-another>

### **Spiritual Life at UChicago**

<https://spirit.uchicago.edu/>

### **Campus and Student Life**

<https://csl.uchicago.edu/about>

### **Office of Civic Engagement**

<https://civicengagement.uchicago.edu/>

### **Institute of Politics**

<https://politics.uchicago.edu/>

### **UChicago Faculty Search Training**

<https://diversityinitiative.uchicago.edu/sample-page/people/inclusive-search-training/>

### **SDS Resources for Instructors**

<https://disabilities.uchicago.edu/page/resources-instructors>

### **UChicago Preferred Name Policy**

<https://lgbtq.uchicago.edu/name>

### **UChicago Arts**

<https://arts.uchicago.edu/>

### **Rockefeller Memorial Chapel**

<https://rockefeller.uchicago.edu/>

### **UChicago Resource Groups**

<https://voices.uchicago.edu/bsddiversity/initiatives/resource-groups/>

## Inclusive Pedagogy Resources

### **Chicago Center for Teaching Inclusive Pedagogy**

<https://teaching.uchicago.edu/programs/inclusive-pedagogy-series/inclusive-pedagogy-workshops/fall-2018-inclusive-teaching-workshops/>

This is the first version of this tool, and we anticipate making updates to support units in making diversity and inclusion an ongoing and sustainable effort.

For additional support, recommendations, or feedback please message the UChicago D+I Studio at [thestudio@uchicago.edu](mailto:thestudio@uchicago.edu).

This version was last edited on April 24, 2019.