VII. Strategic Objectives, Measures of Success, and Action Plans

Introduction

SNRE’s Diversity, Equity, and Inclusion strategic plan addresses all members of the SNRE community: faculty, research scientists, postdoctoral fellows, staff, and graduate students. The objectives identified below are drawn from the data collected and suggestions provided by the afore-mentioned constituents as well as alumni. The strategic objectives needed to further the university-wide goals of diversity, equity and inclusion have been aggregated into four domains determined by the Provost’s office. Each of these strategic objectives is accompanied by success measures that will be tracked over time, as well as descriptions of single and multiple year actions we will take to accomplish those objectives. For additional detail on assignments, timelines and accountabilities, see Section X. All strategic objectives and related actions will be pursued in accordance with the law and University policies.

VII. A. Recruitment, Retention and Development

Faculty

Objective #1: Increase diversity in the SNRE faculty

Measures of Success:

- Broadened applicant pools. Increased number of diverse applicants asked to give job talks.
- Increased hiring of diverse candidates. There is a recognition that some searches will have greater constraints than others.

Objective #2: Improve retention rates of all faculty and specifically faculty from underrepresented groups in SNRE.

Measures of Success:

- Promotion of faculty from historically underrepresented groups.
- Hiring of tenure-track faculty from historically underrepresented groups.
- Successful retention of faculty from historically underrepresented groups.

Objective #3: Improve development of SNRE faculty.

Measures of Success:

- Develop and hold a workshop or other training session on mentoring diverse faculty.
  - Incorporate this into the mentoring plan developed for new hires beginning 2017.

Objective #4: Create an equitable wage system for faculty in SNRE.
Measures of Success:
- Gender equity in pay scales
- Racial equity in pay scales.

Master’s and Doctoral Students

Objective #1: Develop an admissions procedure that is more inclusive of and attractive to historically underrepresented students.

Measures of Success:
- Recruitment at broader range of venues and through more diverse outlets
- Attract a greater number of underrepresented students (e.g., graduates of minority-serving institutions, Pell grant recipients, first generation, and non-traditional) as applicants and matriculants to SNRE.

Objective #2: Solicit more applications from persons who have been historically underrepresented in SNRE’s student population.

Measures of Success:
- Over the next five years, increase the percentage of domestic applications coming from historically underrepresented students (it was 9% in 2015).25

Objective #3: Increase the matriculation of diverse students in SNRE by making it more affordable to attend the school.

Measures of Success:
- Greater diversity of students matriculating in SNRE.

Objective #4: Develop practices that facilitate meaningful engagement of all students in SNRE in the life of its community.

Measures of Success:
- Increased inclusion of diverse students in the SNRE community.
  - This will be monitored through feedback at community events and information

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25 The National Center for Education Statistics reports that between 1990 and 2013, Black and Hispanic enrollments in post-baccalaureate degree programs such as law, medicine, and dentistry nearly quadrupled. Black enrollment increased from 100,000 to 367,000 and Hispanic enrollment increased from 58,000 to 221,000 students. American Indian/Alaska Native enrollment more than doubled over this period going from 7,000 to 15,000 students, while white enrollment increased by 17 percent, from 1.4 million to 1.7 million students. National Center for Education Statistics (2015). Institute of Education Sciences, U.S. Department of Education. May. Available at: http://nces.ed.gov/programs/coe/indicator_chb.asp.
Objective #5: Increase the professional development of all SNRE students, with additional sensitivity and attention to the graduation and internship and job placement rates for students from communities historically underrepresented in the environmental field.

Measures of Success:
- Establishment of a system to track graduates

Staff

Objective #1: Increase the level of diversity of the staff through a more comprehensive hiring process.

Measures of Success:
- Greater pool of diverse candidates for positions at the SNRE
- Greater diversity in the staff being hired in SNRE.

Objective #2: Create an equitable wage system for staff in SNRE.

Measures of Success:
- Gender equity in pay scales
- Racial equity in pay scales.

VII. B. Education and Scholarship

Faculty

Objective #1: Increase the participation of faculty in DEI curricular activities.

Measures of Success:
- Increased number of faculty taking ADVANCE training modules over 2015 baseline
- Faculty participation in SNRE DEI training activities.

Objective #2: Enhance the inclusiveness of SNRE courses by being more supportive of all students and viewpoints.

Measures of Success:
SNRE’s Diversity, Equity, and Inclusion Strategic Plan - 2016

- Increased cross-cultural interactions between students, as measured in the biannual climate survey
- Increased number of courses with explicit DEI, international, and environmental justice content

Objective #3: Improve the mentoring experience by increasing faculty’s skills in working with students from underrepresented groups.

Measures of Success:
- All faculty make contact with all assigned advisees before students begin classes at SNRE
- All faculty have regular contact with their advisees during their time at SNRE.

Master’s and Doctoral Students

Objective #1: Create opportunities for students to learn about diversity, equity, and inclusion.

Measures of Success:
- Establishment of diversity, equity, and inclusion module at orientation
- Development of diversity, equity, and inclusion content that will be delivered during the school year
- The existence of courses with diversity, equity, and inclusion content.
- Increased number of courses with international and environmental justice content.

Objective #2: Improve the engagement of students in the mentoring process.

Measures of Success:
- All students are in contact with their assigned advisor before starting classes at SNRE
- All students have regular contact with their advisees during their time at SNRE.

Staff

Objective #1: Increase the participation of staff in DEI curricular activities.

Measures of Success:
- Increased number of staff taking ADVANCE training modules over 2015 baseline
- Staff participation in SNRE DEI training activities
VII. C. Promoting an Equitable and Inclusive Community

School-wide

Objective #1: Incorporate DEI activities into the committee structure in SNRE to carry out DEI activities and facilitate participation by stakeholders.

Measures of Success:
- Modification and expansion of SNRE committee structure to include DEI activities
- Effective operation and incorporation of DEI into SNRE committees.

Faculty

Objective #1: Provide resources to help faculty contribute to a more inclusive environment in SNRE.

Measures of Success:
- Increased number of faculty applying DEI techniques in their classes and other activities in SNRE
- Increased activities facilitating cross-cultural interactions between faculty, staff and students.

Objective #2: Assess the climate of diversity, equity, and inclusion in SNRE.

Measures of Success:
- Implementation of a biannual faculty climate assessment
- Increased satisfaction with SNRE’s DEI climate

Objective #3: Provide faculty with a process to report and share experiences of discrimination.

Measures of Success:
- Put process in place to deal with reported cases of discrimination

Master’s and Doctoral Students

Objective #1: Assess and improve the climate of diversity, equity, and inclusion in SNRE.

Measures of Success:
- Implementation of a biannual student climate assessment
- Increased satisfaction with SNRE’s DEI climate
• Greater number of DEI activities
• Greater number of students participating in DEI activities

Objective #2: Provide students with a process to report and share experiences of discrimination.

Measures of Success:
• Put process in place to deal with reported cases of discrimination

Staff

Objective #1: Provide resources to help staff contribute to a more inclusive environment in SNRE.

Measures of Success:
• Increased number of staff applying DEI techniques in their activities in SNRE.

Objective #2: Assess the climate of diversity, equity, and inclusion in SNRE.

Measures of Success:
• Implement biannual staff climate assessment
• Increased staff satisfaction with SNRE’s DEI climate

Objective #3: Provide staff with a process to report and share experiences of discrimination.

Measures of Success:
• Put process in place to deal with reported cases of discrimination

Objective #4: Create a space for staff to interact with each other on a more regular basis.

Measures of Success:
• The creation of a staff break room or lounge.